

Spiff in it

**MAFI**  
Roll-on/Roll-off  
Industrial Trailer systems  
up to 200 tons.  
Telephone: Guildford 76815/76816  
Fax: 85457 Prefix "Mafi Guildford"

# FINANCIAL TIMES

**King & Co**  
Agents & Valuers  
of industrial  
and commercial  
property

No. 25,576 Tuesday October 12 1971 \*\* 6p

## News Summary

### Secrets charge against FO man

39-year-old Foreign Office official was remanded in custody for one week at Bow Street, London, yesterday, charged with an offence under the Official Secrets Act.

Leonard Michael Hinchcliffe, described as an assistant administrative officer for the F.O., was arrested by Special Branch officers at the weekend. There was no application for bail.

Hinchcliffe, whose address was given as 10 Rue de la Paix, Paris, was accused of passing on to an enemy on a date unknown between July, 1968, and April, 1971, in Khartoum, Sudan. He was understood to have arrived in London a few days ago.

### Gilts up - lower interest hopes

GILTS were active and higher yesterday on hopes of lower interest rates, prompted by the fall in U.S. Treasury bill rates and speculation about a coming rate cut.



### Expulsions: Heath rebukes Wilson

Mr. Heath, asked on TV about a speech by Mr. Wilson apparently suggesting expulsion of 105 Russians was timed for election reasons, said they were expelled because they were a danger to national security.

This really is a contemptible attitude for a man who was once Prime Minister and had to handle national security himself and who knew the position perfectly well but did not deal with it.

### Migrants: police registration rule relaxed

Non-partisan Commonwealth immigrants and their dependants will not, after all, have to register with the police, the Government announced last night after the first day of the Lords' two-day session to prepare the Immigration Bill for third reading. However, existing arrangements for police registration of aliens will continue while the Government sees how the new policy works with the Commonwealth entrants.

The registration concession was one of several moves to remove some other severities from the Bill. Page 12

### Raphael's future

New York art dealer Ira Spiner said he still had no plans for the "lost" Raphael portrait of Lorenzo de Medici which is now on view in his gallery. He acknowledged there had already been rumours put out by potential purchasers. Back Page

### Crash kills dancers

Two of Argentina's top ballroom dancers were killed in a crash near Buenos Aires. The dancers, Norma Fontecilla and her regular partner, Jose Neglia, were internationally known. They were killed in an air crash near Buenos Aires.

### Mass funeral for Vanguard victims

Thirty-seven of the 63 victims of last week's Vanguard disaster were buried in a mass grave at Ixelles, Belgium, near the crash site. Only five of the bodies had been identified. BEA flew over 70 relatives from Britain.

### Host awaits host

The Shah of Iran flew to the Iranian capital of Persepolis to receive the week-long celebrations, starting today, of the 2,500th anniversary of the Persian Empire's founding. Extensive security measures were in force for one of the largest state, presidential and government representatives. Iran: Page 18

### Briefly...

Emperor Hirohito and Empress Nagako were given a mainly friendly welcome - although there were some hostile catcalls and whistles - when they arrived in Bonn on the last stage of their European tour.

Legal reforms aimed at improving the means of redress available to private citizens against officialdom are proposed in a new Law Society working paper. Page 13

Oxford's Christ Church Meadow has been saved from the threat of a relief road under new road proposals accepted by Environment Secretary Walker. Page 23

## Problem for Davies as UCS stewards renew demands

BY ANDREW HARGRAVE, SCOTTISH CORRESPONDENT  
GLASGOW, Oct. 11.

The entire top management of the newly formed Govan Shipbuilders as well as the Upper Clyde Liquidator, Mr. Robert C. Smith, will be on call for tomorrow night's crucial meeting in London between Mr. John Davies, Secretary for Trade and Industry, and trade union officials and UCS shop stewards.

The meeting could well decide not only Government guarantees in respect of four ships for Irish Shipping, vital to the immediate prospects of the new company and to the jobs of around 800 workers, but the future of shipbuilding itself on the Upper Clyde.

This evening Mr. Hugh Stenhouse, chairman of Govan Shipbuilders, flew to London to be joined later by Mr. Kenneth Douglas, the deputy chairman, and Mr. Archibald Gilchrist, the chief executive. They will join in the meeting, it is required, at a moment's notice.

Mr. Stenhouse will have "working breakfast" to-morrow with Mr. Gordon Campbell, Secretary for Scotland, and later with Mr. Davies before the meeting at the Department for Trade and Industry.

He is likely to impress on both Ministers the desperate employment situation in the West of Scotland where one man in nine is out of work, and the need for urgent Government action, particularly in Clydebank where the retention of the four UCS divisions and the labour force.

Their difference with Mr. Dan McGarvey, president of the

### Difference

In a statement today the shop stewards, while including Govan Shipbuilders among the parties to their continuing discussions, underlined their continuing insistence on these being "conducted along parallel lines to ensure the retention of the four UCS divisions and the labour force."

Their difference with Mr. Dan McGarvey, president of the

## Heath stresses need for more investment

BY PHILIP RAWSTORNE

THE economy was now set for forces to remain competitive, had been greater than anyone had expected.

Referring to UCS, Mr. Heath said the Government had taken account of social considerations. "But we want real jobs which give security," he said. "These could not be provided by continued Government subsidies to firms."

Government action to deal with prices had also been largely offset by wage inflation, said Mr. Heath, claiming that the rate of increase was now being allowed.

He added that some policies would increase prices - particularly of food with the change over to a levy system. "But the Government will then have the resources to reduce taxation," he added.

Mr. Heath gave no indication of any significant change in Government policy. "We started off this Government with the very firm strategy necessary to deal with our longer-term problems. Within that strategy we can be as flexible as the measures last July and the special measures to deal with unemployment have shown."

"We are determined to encourage growth: a growth that is sustainable."

### EEC vote

Government action to deal with prices had also been largely offset by wage inflation, said Mr. Heath, claiming that the rate of increase was now being allowed.

He added that some policies would increase prices - particularly of food with the change over to a levy system. "But the Government will then have the resources to reduce taxation," he added.

Mr. Heath gave no indication of any significant change in Government policy. "We started off this Government with the very firm strategy necessary to deal with our longer-term problems. Within that strategy we can be as flexible as the measures last July and the special measures to deal with unemployment have shown."

"We are determined to encourage growth: a growth that is sustainable."

### Glaxo's 16% - shares fall

GLAXO GROUP pays a final 10 per cent. rise in the total to 16 (14). Pre-tax profit after a second-half dip, is £23.0m. (£24.33m.). Glaxo shares fell 28p to 388p. Page 21; Lex

### YORKSHIRE BANK is to offer five-year secured loans to finance house owners' home improvements. The amounts will range to £1,000 at a 7 1/2 per cent. flat rate or true rates of 14 to 18 per cent. according to the loan term. Page 19

### IF MONDAY TOOLROOM strikers continue - yesterday's was the fifth by the 7,000 toolroom workers - counter-action will be considered, Coventry Employers' Association has decided. But first the Association wants to meet the union district committee. Page 19

### BOAC pilots' dispute on rest periods may delay flights

BY RAY DAFTER

SOME BOAC flights could be disrupted from next week as a result of a dispute between the pilots and the airline over schedules and rest periods. The pilots' claim that the guidelines for rest periods are being eroded because of increased flight times and fatigue.

The British Air Line Pilots Association said yesterday that 30 trips (four of duty) - about 10 per cent. of BOAC's schedule - did not comply with Department of Trade and Industry guidelines on flight time limitations and the avoidance of excessive fatigue.

BALPA has sent a directive to the 1,600 BOAC pilots which means that pilots will no longer guarantee to keep to their flying schedules on the continent routes.

Crew schedules for three of the 36 trips have already been modified following advice from the DTI. Another five are being on a 36-hour rest in Sydney on reviewed by the Department Monday.

But in a letter to the pilots yesterday the DTI said it was studying the schedules for the remaining trips.

A spokesman for the DTI said last night: "It is important to realise that the guidelines are open to flexible interpretation. There is no question of BOAC infringing the legal minima of the Air Navigation Order. The pilots say that instead of getting a 36 hour break one in any seven day period some trips do not give them such a break until after six or seven days."

One of the first services which could be affected is to-morrow night's departure from London, sailing at Karachi, Singapore, Sydney, returning to Singapore and back to London.

The crew is scheduled to have a prolonged rest in Singapore (the second call) on Wednesday no action until official notification was received.

The airline commented: "We are as safety conscious as any pilots."

Another trip causing concern among pilots is the one leaving London today calling at Karachi, Hong Kong, Tokyo, Honolulu, San Francisco, Tokyo, Hong Kong and back to London.

Although there will be no immediate effect on BOAC flights, there could be subsequent delays which could snowball and disrupt services.

A major factor in the pilots' concern about adequacy of rest periods is the effect of crossing time zones. Captain Roy Hutton, chairman of the BOAC pilots' section of BALPA, said yesterday: "The margins of safety are being eroded."

A BOAC spokesman said last night that the airline had not been told officially about BALPA's directive. It would take action until official notification was received.

The airline commented: "We are as safety conscious as any pilots."

## Dunlop puts 600 more on part time

BY MICHAEL CASSELL

DUNLOP is to place 600 more workers on short time because of the continuing low level of home sales, making 950 in all. Earlier this year, the company dismissed 1,200 employees. The latest decision on short-time is described as "serious" to avert anything more serious.

The 600 employees now involved are all from the company's Dunlop, Birmingham, headquarters. They will be put on a four-day week from this Friday, and a spokesman for the management said it was not possible to give any indication of how long this would last or whether short-time working would be extended to include more workers.

## Over capacity

"The whole of the tyre industry is suffering from an over-capacity problem and it hits us hardest as we are the largest manufacturer," he added.

In April, when the company was forced to sack 1,200 workers from its tyre group, it said that continuing inflation and poor sales for both original and replacement equipment were to blame. The sales picture has been particularly bad in the home replacement field and although business did pick up towards the middle of the year it is understood that the immediate outlook is little better than at the time of the earlier redundancies.

At the same time, exports have been good throughout the year, and have not helped Dunlop not to take earlier and possibly more drastic action to rectify the over-capacity situation. The current high level of vehicle production provides one bright point for potential business but the restoration of a healthier home market must continue to be the company's major concern.

## Scattered

The 350 Dunlop workers already employed on a short-time basis are scattered around the country. Some are at Dunlop, others at Liverpool, Inchinnan (Glasgow), and Washington, County Durham.

In 1970, Dunlop's business in the U.K. registered a loss of £1.3m, compared with a profit of £2.1m in 1969. During the year, a total of 2,300 workers were dismissed because of the same factors which led up to the redundancies this April. About 1,400 of them were employed in the company's tyre group.

The company spokesman commented: "As long as the home market, particularly that for replacement products, remains depressed then the outlook for our group is uncertain. We have taken this action to try and prevent anything more serious from happening at a later stage."

## Ulster concern over state of the economy

BY JOHN GRAHAM

BELFAST, Oct. 11. MR. ROY BRADFORD, the Northern Ireland Minister of Development, said today that Northern Ireland was "on the brink of economic bankruptcy," and called upon the Government at Westminster and the British Parliament to give greater, unqualified support to the Government at Stormont.

Mr. Bradford explained that it was not so much Mr. Heath's Government he was talking about, but Parliament as a whole and the British people. Until the day that the Government at Westminster - whatever its shade - and the people of the rest of the United Kingdom

## Less water

Apart from Mr. Bradford's gloomy predictions, today also brought a dismal crop of other news. The water security in Belfast is getting worse, despite the introduction of rationing last week. Consumption has declined by 20 per cent, but the Water Commissioners say that this is still not enough, and that a grave situation will develop unless there is even more co-operation from the public.

So far industrial life has not been affected by the water rationing. The policy is to persuade ordinary people to use less water so that industries may continue at their previous levels. In at least one section of Belfast, the Catholic housing estate of Ballymurphy, the rationing coupled with the destruction of a local pumping station has caused severe dislocation of ordinary life.

## How to grow richer without paying surtax

If you have more than £10,000 to invest we can increase your capital and income, and reduce your surtax.

An investment of £30,000 could give a tax free income of £3,000 p.a. and still increase in value

or for a man aged 40 could in 15 years grow to £138,295

and give a tax free income for life of £13,562 p.a.

This investment can be cashed at any time. The figures are based on a secure investment which over the past year has more than achieved the growth illustrated.

## LLOYDS-BOLSA INTEGRATION BEGINS

Integration of the U.K. operations of the newly-merged Lloyds and Bolsa International Bank has begun. Yesterday LBI in London started dealing in foreign exchange, business and money market operations at its City office. Existing contracts with the two member banks will be completed in their names, but new business and renewals will be undertaken by LBI.

## ON OTHER PAGES

PROPERTY: Country Residential	25 & 27
Property	25
Art and Entertainment	25
Classified Advertisements	16
Competition	20-22
Crossword	20-22
Domestic	16 & 17
Export News	34 & 35
FT Share Information	25
Home and Country News	25
International Company News	25
Labour News	19 & 20
Law Reports	12
Leading Articles	12
Letters to the Editor	2
Lot and Lendard	12
Men and Matters	12
Money Market	12
Overseas News	5, 7 & 18
Parliament	12
Racing	12
SE Dealings	32 & 33
Stock Exchange Report	32 & 33
Theatrical and Cinema	12
The Technical Page	31
TV and Radio	2
Wall St. and Overseas Markets	2
Wine, Food and Drink	12
World Value of the £	31

## FLOATING £

U.S. \$	Oct. 11	Oct. 10	% change
£1	2.28 1/2	2.28 1/2	0
£100	228 1/2	228 1/2	0
100 \$	43.75	43.75	0
100 £	43.75	43.75	0
100 \$	43.75	43.75	0
100 £	43.75	43.75	0
100 \$	43.75	43.75	0
100 £	43.75	43.75	0
100 \$	43.75	43.75	0
100 £	43.75	43.75	0

## NEW YORK CLOSE

NEW YORK 1500	Oct. 11	Oct. 10	% change
Industrial	1500	1500	0
Commercial	1500	1500	0
Financial	1500	1500	0
Transportation	1500	1500	0
Utilities	1500	1500	0
Chemicals	1500	1500	0
Food	1500	1500	0
Textiles	1500	1500	0
Metals	1500	1500	0
Oil	1500	1500	0
Gold	1500	1500	0
Silver	1500	1500	0
Diamonds	1500	1500	0
Real Estate	1500	1500	0
Insurance	1500	1500	0
Banking	1500	1500	0
Shipping	1500	1500	0
Aviation	1500	1500	0
Automotive	1500	1500	0
Electronics	1500	1500	0
Telecommunications	1500	1500	0
Healthcare	1500	1500	0
Pharmaceuticals	1500	1500	0
Biotechnology	1500	1500	0
Energy	1500	1500	0
Environmental	1500	1500	0
Recreation	1500	1500	0
Education	1500	1500	0
Government	1500	1500	0
Defense	1500	1500	0
Space	1500	1500	0
Internet	1500	1500	0
Software	1500	1500	0
Hardware	1500	1500	0
Peripherals	1500	1500	0
Services	1500	1500	0
Consulting	1500	1500	0
Advertising	1500	1500	0
Media	1500	1500	0
Entertainment	1500	1500	0
Arts	1500	1500	0
Culture	1500	1500	0
Religion	1500	1500	0
Science	1500	1500	0
Technology	1500	1500	0
Business	1500	1500	0
Finance	1500	1500	0
Law	1500	1500	0
Politics	1500	1500	0
Society	1500	1500	0
History	1500	1500	0
Geography	1500	1500	0
Language	1500	1500	0
Mathematics	1500	1500	0
Science	1500	1500	0
Technology	1500	1500	0
Business	1500	1500	0
Finance	1500	1500	0
Law	1500	1500	0
Politics	1500	1500	0
Society	1500	1500	0
History	1500	1500	0
Geography	1500	1500	0
Language	1500	1500	0
Mathematics	1500	1500	0

## Chief Price Changes

Prices in pence unless otherwise indicated	Change
British Lion	70 + 5
British Milk	70 + 5
Butter	33 + 10
Cheddar Cheese	85 + 7
Emmentaler	43 + 8
Gouda	200 + 20
Roast Beef	170 + 15
Ham	34 + 2
Chicken	48 + 17
James (M. & D.)	310 + 8
Leicester	131 + 9
Peck, W. & Todd	68 + 6
Refuge Securities	653 + 22
Rawntree	151 + 7
Travis & Arnold	165 + 11
Vanguard	125 + 20
Williams & Humbert	154 + 14
Yarn Investments	22 + 5
North Kalgurli	431 - 8

Prices in pence unless otherwise indicated



## Letters to the Editor

BRACKEN HOUSE, CANNON STREET, LONDON, EC4

## Unemployment

Sir—Joe Rogaly's visit to our end of the country (October 8) seems to have shocked and saddened and offended him that he is now desperate for a new term for unemployment. But that particular blight in the North isn't swept under the carpet quite so easily; and to invent a new term for some of the out-of-work is the sort of shuffling on paper that could well prevent anything effective being done about the dreadful reality.

Certainly there are some on the register that are virtually unemployable, and, as he says, more a matter for the social welfare people than the economists. But that was always so and unless there is proof of a new and growing breed of such people there is no warrant for destroying comparisons with the past by taking them out of the current count.

For me the total of the virtually unemployable is not growing abnormally, nor is the number that are being retained, nor those reluctant to tear up their roots and look elsewhere for a living. The trouble is that there is nothing in particular to be retrained for, and no great outcry from distant places for men's services.

## New feature

The new feature is that firms feel less call to hold on to men past their prime and less willing to accept the obligation of doing something for workers who have served them for years and years. It is not the wholly unproductive that are being thrown out but those who have dropped to 95 per cent, 90 per cent, or 80 per cent of their former level. They can't "earn their keep" easily and might well be prepared to accept lower wages to do just that; but for this present society makes no provision, though it certainly ought to give it consideration.

What we ought also to accept is that right now there are men past their prime and less willing to accept lower wages to do just that; but for this present society makes no provision, though it certainly ought to give it consideration.

Don't, please, Mr. Rogaly, dispose of our bitter unemployment problem by giving part of it a new name. Go for letting those who can "earn their keep." It cannot harm the country and you will have the ordinary folks on your side. The rechristening you suggest is ingenious, but is it fair? Would a government who adopted it be quite honest?

## Under-powered lorries

Sir—Your correspondents (October 8) will be interested to know how transport operators expect to be able to recover the greatly increased initial and running costs of the higher-powered lorries if there is to be no increase in the total gross vehicle weights permitted by law? For the sake of the environmentalists, perhaps I should add that weight I mean heaviness and not bigness.

Charles Watkins,  
1, Kingsfield Close,  
Bradford-on-Avon.

## The downward slope

Sir—One does not object so much to the "creaky-crawly" lorry's grinding almost to a halt on an upward incline, as to the driver's determination to make up for it on the downward slope.

J. B. D. Pagden,  
17, Rossetti Gardens Mansions,  
S.W.3.

## Big Four and Middle East

Sir—Surely Mr. Gershluck should try to be more helpful to the cause of peace when writing of the role of the Big Four in the Middle East (October 6). It is undoubtedly important to ascertain "what is demanded of Israel," but equally important to ascertain what is being demanded of the Palestinians and the governments of the Arab countries invaded by Israel. And if the Soviet Union and France are thought unworthy to mediate because they dare to couple their own interests with a younger man in simple jobs who are, and a switch in roles would be beneficial to all parties in the transaction; and to the country when it really wants men.

Don't, please, Mr. Rogaly, dispose of our bitter unemployment problem by giving part of it a new name. Go for letting those who can "earn their keep." It cannot harm the country and you will have the ordinary folks on your side. The rechristening you suggest is ingenious, but is it fair? Would a government who adopted it be quite honest?

## Disparaging the Welsh

Sir—In your report of the Labour Party Conference appearing in the issue of October 6 you quote Mr. Harold Wilson as saying: "Then we have Mr. John Davies who brings to the conduct of the nation's affairs all the qualities of a petty-fogging Welsh accountant without any of the compassion of the Welsh."

It seems remarkable that some few months ago a Scottish General Practitioner on the Sussex coast was rebuked by the Race Relations Board for advertising for a Scots housekeeper to cook his porridge, but yet this ex-Prime Minister, who should know better, is allowed to disparage the Welsh.

Is parliamentary privilege now extended outside the confines of the House of Commons or did Mr. Wilson's father know Lloyd George? My Oxford dictionary states that a "petty-fogger" is a lawyer of low class, or a mean or crooked dealer in small matters. The adjective means quibbling, mean or petty.

It would seem that Mr. Wilson is wrong on all counts for the nation's affairs are not small matters; Mr. Davies is not a

## The sardine safari

Sir—Mr. Leach (October 4) has highlighted what I hope will become a burning question in the not too distant future. I am sure that the days of the sardine safari are numbered. Having been buried, harassed, frisked, shouted at over the tannoy and finally deposited, a gibbering wreck, in the one seat in the plane that one loathes, the least a staid and elderly regular passenger should be able to expect is an adequate amount of air.

It should not be beyond the wit of designers to produce a hybrid of the present economy and first-class seat and to have say one-third of the air-

## Cause of wage inflation

Sir—In your leading article (Sept. 30), you quote Professor Meade as asking how the dramatic increase in the amount of wage inflation can be explained. I want to suggest an answer different from the one put forward by Sir William Younger (October 5), although of course there may be more than one reason. After all, the phenomenon has occurred in other countries and cannot be explained entirely by circumstances here.

It seems to me that inflation involves winners and losers. Plainly, some lose over it, and consequently, others must gain relatively from it. Attempts made to compensate some losers, attempts made by some losers to compensate themselves and other compensatory movements, have

## Small business centres

Sir—The work of the Bristol Polytechnic Small Business Centre is to be admired, but it is really rather naughty of Mr. M. R. Gumbrell (October 7) to mislead your readers into thinking that his Centre is self-financing in the normal commercial sense of the phrase. I accept that his Centre, like the Sheffield Centre for Innovation and Productivity, has not received any pump-priming grants such as were given to NUMAS and the Aston Small Business Centre. But, as Mr. Gumbrell must know, the interpretation of the term "full cost" in academic circles, excludes many of the overhead costs which an independent business must meet.

No, the independent self-financing management service

important to operate an effective plan efficiently! Edward de Bono says that the Japanese people are possibly among the most inefficient people in the world; yet his list of their personal qualities is impressive enough, and their technical efficiency is pretty well substantiated. This leads us to consider managerial efficiency and it is clearly in this area that we need to diagnose the Japanese success story.

We are seeing basic changes in objectives and concepts such as "lowest cost volume" are no longer management's main concern in markets which are changing rapidly. Flexibility is now a keyword for survival.

We need a complete revolution in our interpretation of management techniques; starting with a completely new financial approach, but are our accountants and financiers up to it, or prepared to do it?

Stanley Oliver,  
Senior Lecturer in Management  
Techniques, Salford College  
of Technology.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

## Critics too well treated

Sir—I am sorry that it should be your music critic Ronald Crichton that gives me the opportunity to write, as he is one of the most courteous and perceptive critics I know. How ever, in his notice on Rubinstein in your issue of October 7, he states: "This was a Royal Philharmonic concert. The society in its ancient wisdom likes to put critics right at the side where presumably they can play happily together without bothering the old dears in the middle. My seat was well behind the cellist."

Why should critics be put in any more favourable position than the normal paying public? A lot of them, by the very nature of their trade have very nasty habits. They rustle the pages of their scores—and for first performances these are often in manuscript and vast in size. They write essays all round their programmes and conduct with their

finger. Most of them are given pairs of tickets and their guests have been known to voice their gratitude throughout a performance. On top of this, as Mr. Crichton has stated, they want preferential treatment. They want to be in the front row from which they can scuffle forth almost before the last sound has died away so they can meet their Press deadlines.

If critics are necessary, and I believe they are, they should either behave like other members of the paying concert-going public, or ask the management to segregate them all in a special area; for example, boxes at the Royal Festival Hall, where they are not affected by nor interfere with the paying public's right to quiet enjoyment of a concert.

Goodness knows, the paying public is already well enough versed in fidgeting.

H. B. Rowan,  
12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

12a, Stuart Tower,  
Maida Vale, W.9.

## Japanese effectiveness and efficiency

Sir—Edward de Bono has given a fascinating insight into the Japanese mind (October 5). The meteoric rise of Japan in the industrial world should stimulate British industrialists to take urgent action.

Perhaps the most significant fact is the concept of the ego-based Western mind compared with the pattern-based Japanese mind. In the early days of the industrial revolution, and indeed, in the entrepreneurial stage of any company's growth, the ego-based creativity is accepted. In fact, it is probably essential. Later, however, a company must have a pattern of management, or variations on a pattern, and also the total participation of all concerned. This is absolutely in line with "modern management" thinking. It is rather frightening to realise that we are competing with a nation which has built-in "group-think" and "pattern system" characteristics.

Group effectiveness must become the aim of British industry although one wonders if it is possible in many cases. Are we in an impasse or will the

current conflict of the individualism of "the protestant ethic" ("American dream") versus the group-creativity of "the socialist ethic" yield positive results for British industry?

I must take issue with the writer on the subject of efficiency and effectiveness: first, the illustration of lamp-post painting in the first case postulated, the time-content is two hours, but this is not in itself efficiency but may be used as a statement of comparative fact which, in its stated form, is a measure of productivity (viz. half a lamp-post per hour per man). In the second case, which time content is 10 hours, which is five times as much time, now, the writer says that it is "quoted as one-tenth of a lamp-post per hour, per man, which is only one-fifth of the earlier manpower productivity. If we wish to compare the two situations, then we can say that the first situation shows a much better productivity.

As far as an amount of production is concerned, the production over a two-hour period in the first case would

be one post and in the second case it is two posts (that is, double the amount of production), and could be considered more effective in certain circumstances.

If the rate of pay for a painter was 50p per hour, then the labour costs per post, respectively, would be 100p and 50p. If we are painting two lamp posts against a deadline, with the hope of securing a further order for 10,000 lamp posts, the second method is the most effective.

Edward de Bono does not explain what he means by "getting the job done properly." Managerial efficiency, above, implies the whole range of good management which requires the achievement of all objectives with the minimum use of resources.

"Getting the job done properly" may best be interpreted as getting the overall management job done properly, and this includes the vital tasks of getting orders and ensuring that they are completed on time. It is here that the Japanese are so very impressive and effective. If, of course, vitally

important to operate an effective plan efficiently!

Edward de Bono says that the Japanese people are possibly among the most inefficient people in the world; yet his list of their personal qualities is impressive enough, and their technical efficiency is pretty well substantiated. This leads us to consider managerial efficiency and it is clearly in this area that we need to diagnose the Japanese success story.

We are seeing basic changes in objectives and concepts such as "lowest cost volume" are no longer management's main concern in markets which are changing rapidly. Flexibility is now a keyword for survival.

We need a complete revolution in our interpretation of management techniques; starting with a completely new financial approach, but are our accountants and financiers up to it, or prepared to do it?

Stanley Oliver,  
Senior Lecturer in Management  
Techniques, Salford College  
of Technology.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

## Population explosion

Sir—After "appealing" for a sense of proportion in the debate about the population explosion (October 8), Mr. Farn Cavendish (October 8) goes on to say from his own arguments that this is the most pressing problem of our time.

Even if a global control programme could be adopted quickly, he says, it would have little effect for three decades. Surely this proves the need for action now. He also adds that the Third World's problems of unemployment, agriculture, backwardness, disease and illiteracy would still be with us.

The truth is that none of these problems can be solved unless population growth is contained. There will never be enough hospitals, schools, jobs or food.

Mr. Cavendish goes on to say: "There is a real danger that population control will be seen as a Western imposition, a device to enforce social reforms." No social reforms can be successful without population control. It is because of the menace implicit in another doubling of the world's population by the end of the century—

## Population explosion

Sir—After "appealing" for a sense of proportion in the debate about the population explosion (October 8), Mr. Farn Cavendish (October 8) goes on to say from his own arguments that this is the most pressing problem of our time.

Even if a global control programme could be adopted quickly, he says, it would have little effect for three decades. Surely this proves the need for action now. He also adds that the Third World's problems of unemployment, agriculture, backwardness, disease and illiteracy would still be with us.

The truth is that none of these problems can be solved unless population growth is contained. There will never be enough hospitals, schools, jobs or food.

Mr. Cavendish goes on to say: "There is a real danger that population control will be seen as a Western imposition, a device to enforce social reforms." No social reforms can be successful without population control. It is because of the menace implicit in another doubling of the world's population by the end of the century—

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

2, Selby Gardens,  
Cheshire.

## ART GALLERIES

COLNAGNI'S, 14, Old Bond Street, W.1. LOAN EXHIBITION OF DRAWINGS BY OLD MASTERS FROM THE COLLECTION OF MR. GREGORY GATHORNE-HARDY. Monday to Friday, 10 a.m. to 5 p.m. The exhibition will remain open until Friday, 20 November, 1971.

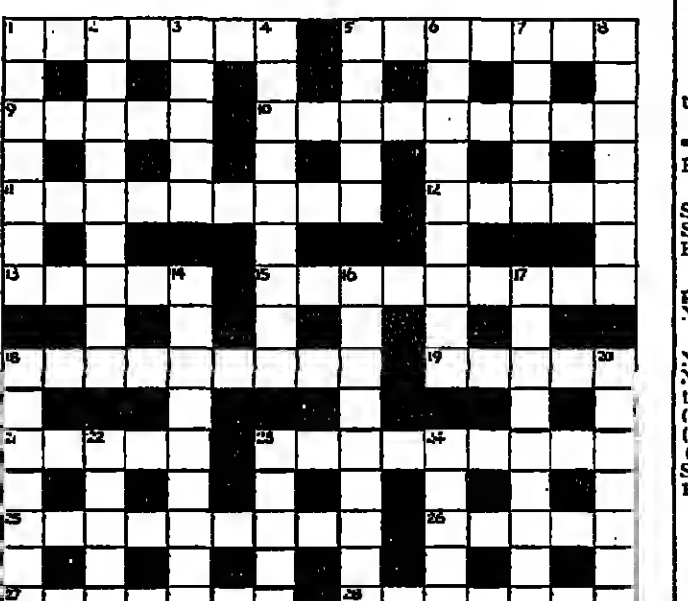
ROLAND BROWNE & DEARLAW, 19, Cork Street, W.1. JOSEF HERMAN. Daily 10.30 a.m. to 5 p.m. Closing Oct. 16.

DRAN GALLERIES, 5, 7, Percheron Place, W.2. LACASSE. Sunday, 10.30 a.m. to 5 p.m.

KAPLAN GALLERY, 6, Duke Street, St. James's, S.W.1. MICHEL COLLE (1872-1934). First London Exhibition. Mon-Fri 10-6, Sat. 10-1.

LEVINE GALLERY, Early paintings 1923-1950. By Edward Burns in view October 9-30. Daily 10-5, Sat. 10-1. 30, Bruton Street, W.1.

## F.T. CROSSWORD PUZZLE NO. 1,690



## ACROSS

- 1 Formed illegal organisation for drinking (7)
- 3 Major ovet by Hardy (7)
- 5 Pure and simple (5)
- 10 Truths concerning original character with connections (9)
- 11 Eric and Basil become irritable when confused (9)
- 12 Get away from the first lady about now (5)
- 13 Went forth from Nannies (5)
- 14 Little pictures of footballers? (9)
- 15 Certain to study with six hundred in the back den (9)
- 19 Defame women's brief cause to the Spanish (5)
- 21 "Bliss was it in that dawn to be—" (Wordsworth) (5)
- 23 I go with rules I order for the devout (3)
- 25 Do I choose friends from the top-drawer? (9)
- 26 Artist and ancient historian on the air (5)
- 27 Early morning disturbances (7)
- 28 Makes one 18 (7)

## DOWN

- 1 Girl I have a letter from (7)
- 3 Punishment of mother country (9)
- 5 Particularly architectural? (5)
- 4 I have a cart and cab involved in tumbling (9)
- 5 Wife's was married (5)

SOLUTION TO PUZZLE No. 1,689

ACROSS  
1 FORMED  
3 OVERT  
5 PURE  
10 TRUTHS  
11 ERIC  
12 GET  
13 WENT  
14 LITTLE  
15 CERTAIN  
19 DEFAME  
21 BLISS  
23 I GO  
25 DO I  
26 ARTIST  
27 EARLY  
28 MAKES

DOWN  
1 GIRL  
3 PUNISHMENT  
5 PARTICULARLY  
4 I HAVE  
5 WIFE'S

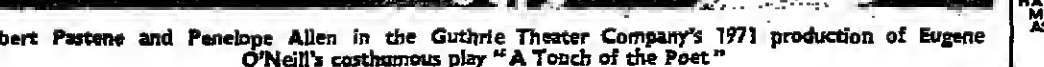
## TV/Radio&lt;/



## by GILLIAN WIDDICOMBE

## ENTERTAINMENT GUIDE

100



bert Pastene and Penelope Allen in the Guthrie Theater Company's 1971 production of Eugene O'Neill's posthumous play "A Touch of the Poet"







## American News

## Penn to auction New York properties

By Jurek Martin

NEW YORK, Oct. 11. THE bankrupt Penn Central Transportation Company confirmed today that it would be opening the bidding on 22 of the properties it owns in mid-town Manhattan as scheduled this Friday. Only two parcels of Penn Central property will not be up for sale then—the Pan Am building and the Waldorf Astoria Hotel. Sale of these has been delayed pending legal opinions on certain leases on the buildings.

There had been speculation that this property sale, certainly the largest disposition of real estate in New York's history, would be delayed because of legal considerations. One Penn Central creditor, the Fidelity Bank, has already filed suit to block the sale.

The price that the properties may be expected to command is almost certainly likely to be depressed because of the legal complexities surrounding the bankrupt railroad, both because of the claims against the Penn Central by its creditors and because of the intricate strata of leases and rental agreements out on the buildings in question.

**Famous names**  
In addition, in many cases Penn Central's ownership of the properties is limited to the land under them or, conversely, to the air rights above them.

If these properties, which include such famous names as the Biltmore and Barclay hotels, the Yale Club and interests in the ITT, Union Carbide and American Tobacco buildings, were encumbered by nothing more than usual mortgage obligations, their open market value might well be as high as \$1,200m.

However, real estate experts here estimate that Penn Central will do well, in view of the circumstances, to net as much as \$500m. from the sale and may have to be satisfied with as little as \$300m.

It is generally agreed here that the chief value of most of the properties derives from their long-term lease value. The Penn Central, for example, was carrying some \$21.3m. worth of buildings when it went into bankruptcy last year and there was a strong school of thought among the trustees administering the railroad to hold on to them for their rental income: it is probable that pressure from the U.S. Government forced the decision to sell.

## New Argentine Ministers

By Our Own Correspondent

BUENOS AIRES, Oct. 11. PRESIDENT Alejandro Lanusse tonight swore in Cayetano Lliccardo as the new Treasury Minister and Ismael Bruno Quijano as the new Minister of Justice. They replaced Juan Quilici and Jaime Ferreras respectively. President Lanusse accepted the resignations of the two departing Ministers.

Treasury Minister Lliccardo, 45, is a technician-professor who has taught public administration at the national university of Buenos Aires.

## U.S. HOUSING

## New methods put to the test

BY A SPECIAL CORRESPONDENT

FRUITT-GOGE, pride of the slum-clearance movement in St. Louis during the Fifties, has become a Sisyphusian task that is already decrepit and half-empty. Sursum Corda, an even newer and more ambitious slum-clearance block in Washington, has begun to suffer from the ravages of vandals and is proving much more costly than expected to keep in repair. Large housing projects have become such unattractive ventures in New York that the city is losing more dwellings through condemnation than it is gaining from urban renewal projects. These and many other examples support the Administration's conclusion that the housing crisis can only be overcome if entirely new building methods are developed.

Traditional building methods labour under two handicaps that have now become unusually serious. With mortgage money costing some 8 per cent., and with construction time stretching to more than a year, the penalty for delay has risen particularly high. At the same time, the cost of construction labour has continued to soar. Although building workers, the "artisans" of the American labour movement (to use the phrase of the Federal Reserve Bank of San Francisco) last year endured an unemployment rate of almost 10 per cent., their earnings still average more than the equivalent of £2 per hour. Plumbers and electricians earn more than £5 hourly, compared with less than £1.50 for American manufacturing industries as a whole. Factory built houses offer an escape from both these handicaps. Assembly time can be cut from years to a few months: on the site itself it can be cut to

a few days. Unskilled labour can be trained to carry out work that would otherwise have to be left to high-cost members of tightly controlled craft unions.

The mission of Operation Breakthrough, headed by Mr. George Romney, the Secretary of Housing and Urban Development, and backed by an initial vote of the equivalent of £25m. from Congress, is to put this concept into reality. To show how widely he proposes to spread the net, Mr. Romney organised a national competition in which 228 new prototype houses were offered, with foreign as well as domestic groups participating and with building materials ranging from steel to paper. Of these entries, 22 were selected for installation on sites selected by the United States, and for exhaustive testing by the Building Research Division of the Department of Commerce.

## Concrete

The experiment has not yet gone far enough for Washington to announce the names of the winners that will presumably participate in a much larger programme. But so many ideas are being tried out that some successes seem certain.

Reinforced concrete seems to be the favourite material. But the units ("modules") as they are called within the industry, may be of wood, or may be faced with brick veneer. Plastic and polyurethane foam are also being tried. A craft paper and ing tried, design offers extraordinary savings—if it proves capable of withstanding the rigours of the American climate.

One of the toughest problems

has been how to ship the modules from factory to site without cancelling most of the advantages of conveyor-belt principles of construction. The inter-state highway system, straight and four-laned, with trailer-truck speed limits as high as 60 miles an hour, has helped to solve this problem. Road lifts of up to 400 miles are now considered feasible.

An emergency created by one of last year's hurricanes proved that rail transport could advantageously be used for even longer hauls. Stirling Homes, among American companies to be the first American companies to start commercial production of modular housing, developed a method of loading three of its 12 x 24-foot modules on each rail-truck. The company is now considering pre-built, middle-income flats from the factory at Avon, New York, to the devastated town of Corinth, Mississippi.

Mr. Romney hailed this 1,000-mile journey as "the most significant train shipment of the century." Others are less excited over the scene for long distance land movements. One proposal under study in Washington is that Liberty Ships from the Mottshell Fleet be converted to modular-housing factories and berthed near urban renewal projects. Another, more immediate, prospect is that housing modules should be shipped between the many ports already equipped to handle container traffic. The modular housing business is now considered promising and profitable enough to attract investments from some of the largest corporations in North America. International Telephone and Telegraph (through Levitt and Sons) was one of the companies to receive an Opera-

tion Breakthrough contract. Inland Steel is in the market through Scholz Homes (using wood as well as steel); Hercules through Modular Structures; Celanese and American Standard through Module Communities and William Lyon Homes; Penn Central through Mocco and Skelly Oil through Sturdybilt; an affiliate near Houston, Texas. Companies that are betting on their own preferred material include Westinghouse Electric; through Blakelee and Sons, it is licensed to develop an American market for Britain's Bison wall-frame system. Alcan is working on an aluminium design, while National Gypsum and United State Plywood and Champion are seeking new building methods based on their specific products.

## Factory

The underlying goal of all these efforts is to perfect a factory-built house or flat that will cost no more than the equivalent of some £2,500, or rent for no more than £88 monthly. These are considered to be costs that low- and middle-income families (perhaps half of them with the benefit of Government subsidies) can reasonably afford.

It remains to be seen how soon this goal will be achieved. But it is unlikely to be abandoned. The official construction target for the Seventies (27m. new dwellings) is twice the rate reached during the Sixties. Mr. Eugene E. Callender, President of New York's Urban Coalition and a leading expert on inner-city problems, classifies the housing crisis as a much more serious matter than the riots of the mid-Sixties.

## Unions discuss attitude to Nixon's "phase two"

BY GUY DE JONQUIERES

PRESIDENT Nixon's presentation of his "phase two" programme for controlling inflation after the wage-price freeze ends is rapidly emerging as a shrewd political gambit, though its implementation raises a variety of problems.

Mr. Nixon has been able to capitalise on the general popularity of the freeze since it was imposed on August 15. A poll published to-day by the Louis Harris organisation shows that an overwhelming majority of the public—75 per cent—favour the freeze, and that 49 per cent would like to see it extended beyond 90 days.

By setting a goal of moderate inflation (2 to 3 per cent. by late 1972) and putting the primary responsibility for creating and enforcing specific guidelines in the hands of non-government committees, Mr. Nixon has given the new programme the appearance of greater flexibility, while ensuring that the Government still keeps the whip hand.

**Veto**  
So long as the two bodies, the Pay Board and the Price Commission, keep their decisions consistent with this overall goal, direct Government intervention will be kept to a minimum. But the Secretary of the Treasury, Mr. John Connally, has warned that the Government will never be "out of the picture" altogether, and will have

authority to veto any decisions it does not approve of.

However, a major problem to be overcome before the programme goes into effect is the resistance of organised labour to the plan. Mr. George Meany, the influential President of the AFL-CIO, has called a meeting of his executive committee for tomorrow at which his unions and a number of others will determine what position to take.

Until now, Mr. Nixon's new programme has been received with a mixture of suspicion and outright hostility by the major U.S. union leaders. Their principal complaint is that the wage and price boards will have sufficient freedom from Government intervention.

An attempt to reassure the labour movement was made this week-end by Senator Jacob Javits, who said cables to more than 30 union leaders stating that he understood from the Administration that the freedom of the wage and price bodies would be respected. But it is unclear what effect this initiative has had.

President Nixon's announcement has also forced the unions to make a decisive assessment of the overall attitude they have towards the economic policies. Both Mr. Nixon and Mr. Connally have emphasised that the success of "phase two" depends critically on the role of organised labour.

WASHINGTON, Oct. 11.

Many union leaders, and especially Mr. Meany, have been scathing about Mr. Nixon's new economic measures. To accept a seat on the tripartite pay board would oblige them to at least moderate their criticism.

On the other hand, if the majority of union leaders adopt a position of uncompromising hostility and refuse to co-operate with the Administration, they risk laying themselves open to accusations of deliberately sabotaging the programme. Thus, whatever decision they take tomorrow is likely to determine the tenor of their attitude for the coming months.

## Complex

A further problem, which has been raising some questions among economists in Washington, is whether the machinery set up to administer phase two will be adequate to do the job. Mr. Nixon emphasised that he is unwilling to establish a cumbersome structure and that the majority of the 3,000 people needed to be employed on the programme would be drawn from existing federal payrolls. However, in view of the complex nature of the programme, the implementation of the freeze, and earlier experiences of wartime controls in the U.S., there is some concern that the personnel may be spread too thin.

## Canada, U.S. brace for talks

BY OUR OWN CORRESPONDENT

MONTREAL, Oct. 11.

REPORTS circulating in the U.S. claim that the Nixon Administration is offering Ottawa a package of demands as the price of lifting the 10 per cent. surcharge on imports of Canadian goods.

It is said the U.S. is demanding concessions in the automotive package in Canadian industrial policy to prevent such firms as Michelin setting up in Canada to export most of their production to the U.S. and higher defence purchases by Canada—including the Lockheed long-range reconnaissance plane to take the place of the old Canadian Argus. The demands are also said to include lower Canadian tariffs on some manufactured goods larger duty-free allowances for Canadians travelling in the U.S., and changes in the proposed Canadian tax reform measures.

The latter has raised American re- because effectively Canadian

pension and retirement funds would be limited to a maximum of 10 per cent. foreign content in their total assets and because foreign-owned firms are left out of tax incentives for small business in the new system. No comment was available in Ottawa.

## Options

Our Ottawa Correspondent adds: Mr. Mitchell Sharp, Minister of External Affairs said last week that possible major changes in Canada's relations with the U.S. was being studied by the Canadian Government. If the U.S. continues its apparent strong isolationist economic line.

He told the House of Commons that he had presented to the Cabinet a document studying possible options open to Canada if it is faced with long-term restrictions on exports to the U.S.

He added: "We are undertaking a fundamental reassessment of our economic relations with the U.S. because it appears to us that the U.S. might itself be in the process of changing its fundamental policies."

Mr. Sharp cautioned that major changes in Canada's relations with Washington might not necessarily occur. The U.S. has changed economic relations with Canada but had not let Canada know whether the changes were short or long-term. If they were long-term the Canadian Government must be ready to look at other economic strategies.

Canada's prosperity was based mainly on access to large markets in the U.S., Mr. Sharp added. If these markets were closed by U.S. action, Canada must look elsewhere for markets. Japan, China, the European Economic Community and possibly Russia were alternatives.

The Canadian Government was also looking at energy resource deals with the U.S. It might try to use Canadian supplies of hydro electric power and natural gas as a lever to try and re-open easy access to the U.S. market for Canadian manufactured goods.

## NEW IADB LOANS FOR HAITI

By Our Foreign Staff

THE INTER-AMERICAN bank will grant two loans totalling \$18m. to spark development in Haiti with a credit programme for agriculture and industry. At the same time, the Bank extended \$240,000 in non-reimbursable technical assistance to strengthen and improve the administration and operations of the Haitian government development agency.

The two loans, which will be used to extend credit to smaller and medium-scale farmers and industrial enterprises, included \$750,000 for an agricultural sub-programme and \$1,050,000 for an industrial sub-programme. They will finance the first phase in a two-stage programme which Haiti will carry out at a total cost of \$3,135,000. Once the first phase is well underway, the Bank may consider two additional loans totalling \$1.7m. for the second stage.



Chaseman Ron Masnik is your link with the American Market. He knows it better than most because that's where he gained much of his banking and industrial experience. But more than that he is in daily contact with Chase specialists in all sectors of the American Market. Through Ron Masnik these Chase experts stand ready to help you analyse and solve your financial problems in the U.S.

All over the world, in fact, the same applies. The Chase international banking network is ready to go into action on your behalf. That's why Chase would make an ideal supplement to your domestic bank.

If you need the best advice on the American Market, you need Ron Masnik. If you need any other kind of banking service, call him anyway. He'll connect you with a Chaseman who specialises in your sphere of business or industry.

Ron Masnik's number is 01-600 6141. Call him today.



**You have a friend at Chase Manhattan.**

The Chase Manhattan Bank, N.A., Woolgate House, Coleman Street, London, E.C.2. and 1 Mount Street, W.1.



## Export News

## Double deal in Japan by Ferranti

TOKYO SEIMITSU Company, of Japan, has agreed with Ferranti of Britain, on a cross-licence contract and sales co-operation.

Tokyo Seimitsu said that under the agreement the company is expected to obtain Ferranti's technology to produce instruments. Tokyo Seimitsu would, in return, provide the British company with technology to produce electronic comparators.

The seven-year contract calls for 4 per cent running royalties on the products of the companies.

Tokyo Seimitsu it is understood, will obtain exclusive sales rights to market Ferranti's products in Japan and Asia. Ferranti will have exclusive sales rights to Tokyo Seimitsu's products in Europe.

## Austin Reed opens shop in Barcelona

THE first Austin Reed shop outside of the U.K. will open at Rembla de Catalunya, Barcelona, on October 13. It will closely resemble the shops recently opened in this country.

The company has a programme of opening new shops and modernising existing premises. The opening of a shop in Barcelona brings the number in the group to 47, and more will be opening in the near future.

A large proportion of the merchandise sold will be manufactured in Spain under existing licensing arrangements between Austin Reed and Bas-y-Cuguro.

## Plessey bids to cash in on anti-pollution alert

BY DAVID CURRY, EXPORTS EDITOR

PLESSEY is launching an energetic campaign to capture a big slice of the "environmental" market in Europe and the U.S. The reasoning behind the drive is relatively simple: western Governments are being pushed into taking anti-pollution measures; before they can legislate they require effective scientific data on pollutants; hence a pollution measuring device will be a vital sword in the environmental armoury.

The product being launched, after extensive tests, is a land-based water quality station measuring water for eight factors including conductivity, temperature, suspended solids, pH and dissolved oxygen content. The company is developing in addition sensors to measure organic carbon, ammonia, nitrate and chloride.

The equipment has been tested in the River Trent, and John Farnhill, marketing manager for the Environmental Sensors Division, reckons that it can work on the Trent it will deal with most rivers.

Farnhill foresees a substantial market for the equipment building up after a fairly slow start. Although some estimates put the U.K. market at around 600 units, he will be happy with half that over the next three to five years.

In the U.S. the company thinks that 4,000 is something of an optimistic assessment of the market which other companies have put at around 8,000.

Tha German potential is for about 150 units, and it is thought that the French may be somewhat similar, though the fragmentation of the French market and the somewhat haphazard logic of that country's anti-pollution measures pose a problem.

Generally, the Rhine countries, including Holland, are seen as the best bet in Europe for the units, each priced at about £4,500. In the U.S. the product will be marketed through the Plessey subsidiary Bissett-Berman.

The move into pollution monitoring equipment follows Plessey's work in oceanography and meteorology. The company's first products in these fields were both licensed from abroad: the expendable bathy-thermograph to measure temperature against depth and a meter to record currents.

The company has identified two basic users for pollution monitoring equipment. These are public agencies ranging from Government bodies to local boards and industrial concerns trying to stop pollution "at the factory gates."

Farnhill intends to put the equipment on trial with a few important authorities as a preliminary to a more general sales drive.

In the U.K. alone it has been estimated (the Jeger Report) that more than 3,000 sewage works are inadequate, and the spending programme over the next five years will increase from £500m. to £700m. Some 60 per

cent of local authority controlled sewage effluents fail to reach the Royal Commission's standards.

Some 5,500 miles of rivers in England and Wales need improvement and 50 per cent of our tidal rivers and estuaries.

## South African first for GEC system

GEC's Stored-Programme Control (SPC) equipment, the on-line computer-control method of setting up telephone calls that has recently been ordered in quantity for the Post Office telecommunications network in the U.K., has recorded its first export success.

SPC equipment worth £200,000 is to be manufactured in the Coventry factories of GEC-ASEL Telecommunications of England for the South African Post Office. It will be installed in the trunk switching telephone exchanges at Capetown and Johannesburg.

The selection of GEC's Stored-Programme Control for the South African network, follows a five month operation of a pilot installation in public service in Pretoria.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

The financial agreement covering the credit was signed in London between Reume-Rekola Oy and Hambros Bank acting on behalf of a consortium including Bank of Scotland, Barclays Bank, Clydesdale Bank, Lloyds Bank, Midland Bank, National Westminster Bank, the Royal Bank of Scotland and Williams and Glyn's Bank.

The Export Credits Guarantee Department has guaranteed a line of credit enabling the Finnish company Reume-Rekola Oy to purchase up to £1m. of goods and services for a heavy engineering works at Port, Finland.

## The Council House comes to America

By David Curry

NEARLY 400 American old age pensioner families in Providence, Rhode Island, are to be provided by their local housing authority with low-cost apartments in blocks built to a British factory-made housing system.

There will soon be some 2,500 Americans — from university students to business executives — living in flats produced by the British Bison Wall Frame System, which has already housed some 175,000 people in over 100 towns and cities throughout the U.K. Bison Wall Frame is the design of Concrete of London, and is now manufactured in the U.S. by three licensees.

## Income limit

The new contract has gone to C. W. Blakeslee Inc.—a subsidiary of the Westinghouse Electric Corporation—and is for two 16-story blocks each of 188 apartment units. The cost of the concrete structures amounts to almost \$2m. The apartments are specially planned for elderly families living on pensions or social security, and the rents will be tailored to the occupants' ability to pay. A resident's income may not exceed \$3,200 a year.

Mr. Alvin Greenfield, a partner in Urban Development Company and Associates, the developers carrying out the project, says that by using the British system the buildings will go up faster and the construction can proceed throughout the winter.

This contract brings the total number of Bison Wall Frame blocks built or under construction or commissioned in the U.S. to 14. They will house some 2,500 people. The total value of the precast concrete structures is nearly \$8m.

Fluor Ocean Services has won a \$3m. contract from Mobil Oil Corporation for installation of a subsea pipeline in Singapore. Fluor is a subsidiary of Fluor Corporation.

## EXPORT FINANCE



Paul O'Brien—the real sunshine is to be found in Europe.

## New factors in factoring

BY DAVID CURRY

THE Chicago-based international factoring chain Walter E. Heller Overseas Corporation has launched an export promotion operation based on London. It has established a Central Marketing Bureau which will bring together buyers and sellers using the extensive files of the Heller factoring network, arrange the terms of the sale and factor it within the organisation.

This move into marketing and export intelligence comes only six months after the company established a bureau in Brussels to standardise the practices of its European factoring companies, settle questions of policy and provide an infrastructure of legal and financial services.

The twin moves mark a significant advance for factoring. They suggest that this method of financing business has outlived the "loan-shark" image it has been blighted with and is bidding to capture a large chunk of new export business accelerated by the enlargement of the EEC.

## Poachers

Tha recent moves by clearing and merchant banks and finance houses into factoring also indicate that the somewhat traditional bankers' attitude that "factoring" were "unscrupulous poachers" is disappearing. Essentially a factor operates by "buying" debts at a discount. When, for example, a British company sells to France, the factor will buy the debt off the British company and guarantee to pay him for it at stated intervals, whatever happens to the French purchaser. The factor will also handle all the documentation associated with the sale.

In his turn he will either collect the French debt through his own operation in France, or sell it again to a French factor. In the process of doing this the factor accumulates information on both the buyer and purchaser, and it is in the pooling of the extensive credit files held by the Heller subsidiaries that the new London bureau will have the means to operate.

O'Brien makes no special claims for factoring. Its essence, he maintains, is its convenience.

"Our methods of operation are deliberately planned to be very simple because we want to provide a service to make overseas selling as straight-forward

CMB will use the Heller network of 20 subsidiary and associated companies controlled by the Heller Overseas Corporation operating in Europe, Scandinavia, North and South America, Africa and Australia to bring together the buying and selling product interest by matching product, price, delivery and short-term credit needs required by an importer in one Heller country with those available from an exporter in a country serviced by Heller.

In short, the organisation is setting up a sort of computer dating service for traders with Heller acting as priest, midwife and marriage guidance counsellor.

Everything except supplying the goods and taking delivery of them will be handled by the factor, including, of course, payment.

Heading the new organisation is Mr. Paul O'Brien, who steps down as managing director of H and H Factors, Heller's U.K. concern (with a big Hambros Bank shareholding) to launch the venture.

Several factors have gone into the decision. The basis of the plan is to take advantage of the expected increase in trade consequent upon the widening of the Six. Whereas Heller's companies within the Community do 50 per cent of their business with each other, only 10 per cent of British "business" is export/import.

## Convenience

At the same time the organisation has its eye on Britain's traditional Commonwealth links, and bringing together interests in Europe and the English-speaking world. This is probably the main reason behind the decision to establish the bureau in London.

O'Brien makes no special claims for factoring. Its essence, he maintains, is its convenience.

"Our methods of operation are deliberately planned to be very simple because we want to provide a service to make overseas selling as straight-forward

and uncomplicated as in the home market," he declared yesterday.

"We are pitching at the menu-factured and consumer goods section of industry. Exporters are realising that business will only increase if they can avoid the need to demand payment in advance or on a cash basis. Overseas buyers of goods in this category require terms which are at least comparable to those offered by local manufacturers—open credit terms of 60, 90 or 100 days, which give them access to the goods before payment is due to enable them to make onward sales and pay for the goods without unduly straining their own financial resources.

"The network of factoring companies provides the necessary credit insurance, underwriting, accounting and collection services. The export factor undertakes to pay the client 100 per cent of the debts due (that is, the discounted debt) on approved credit sales on a fixed average due date.

## Cash flow

"We guarantee to pay our client on that day whether our import factor has been paid or not for the debts owing."

According to O'Brien, factoring through his organisation provides three basic services: 100 per cent credit insurance; 100 per cent cash flow related to open credit terms of payment; a cash flow totally free of interest cost.

The system simplifies exporting at a low and predictable cost, and guarantees resources to replace borrowed funds wholly or partly as far as export finance requirements are concerned, he believes. Additional advances can be advanced by the export factor, backed by the Factoring Agreement or by the factors if necessary.

The Heller international network has a turnover, excluding domestic American operations, of about \$200m, of which some 60 per cent is in export movements within the EEC. In GB the estimated turnover of all factors is somewhere below £200m, of which only 10 per cent is export-import.

## BUSINESS IN BRIEF

## Winthrop's sales on the Continent heading for £9m.

SALES OF medicines in Continental Europe, by The Winthrop Products Company, will reach £9m. in the current financial year, the company has announced.

The year's sales of £9m. represent a nine-fold increase in the 10 years since 1961. Expansion planned for the next four years varies between 50 per cent and 100 per cent according to the individual market.

The product making the greatest contribution to the company's growth during the past year was Fortral. Winthrop's strong analgesic, now available in all continental markets. In addition to ampoules and tablets, two new forms of Fortral—capsules and suppositories—have been introduced into several countries in the past few months.

Winthrop's new analgesic agent, Integrin (oxypertine) is the latest product being introduced into various continental markets as registration requirements are completed.

THE Southampton-based company of Barrie Engineering has landed a U.S. order valued £80,000, but with other parts also supplied. Mr. Richard Barker, managing director, envisages the total work will be worth over £100,000.

The contract is for machined aluminium castings on which the company has been specialising for 10 years. Traditionally, foundries have normally supplied unmachined castings—supplying them fully machined allows the customer to radically reduce his work-in-progress and stocks, and therefore considerably reduces a lot of inherent problems between the foundry and the customer, the company states.

D. Anderson and Son, of Stroud, Gloucestershire, has won a £85,000 order for the supply of Thermoglas coal-tar-impregnated protective outer wrapping for 260 km. of steel high-pressure gas pipeline, from the Southern Gas Pipeline, a subsidiary of British Gas.

There has been a rapid rise in interest in these activities in Europe, particularly in Bavaria.

confectionery products have been changed in size to fit Continental sales portfolios to aid export promotion. The company claims to be the first British confectionery manufacturer to re-design sales portfolios to take the international A4 paper size.

Harry Vincent, makers of Blue Bird confectionery, report an increase of 43 per cent in export sales within the last 12 months.

Home sales, up by 13 per cent, have maintained the high rate of development which has been a feature of the home sales pattern for many years, the company says.

A £300,000 contract for the supply of over 100 data handling terminals to the Continent has been confirmed by Dataplex, the Business Efficiency Exhibition at Olympia.

The terminals, which have a magnetic card-based data handling and programming facility linked to an input-output type computer bureau applications by Total System Operations of The Hague.

Italy has ordered an air traffic control bright display system

from Marconi Radar Systems, a GEC-Marconi Electronics company. Six Distance From Threshold indicators (DFTI) are to be installed by the Italian Ministry of Defence at Rome (Fiumicino) and Milan (Linate) airports, three going to each location.

The Marconi DFTI S3004 provides an air traffic controller to the airport control tower with a precise radar picture of an aircraft's position on its landing approach path, in particular its distance from the runway threshold. This allows a higher number of safe aircraft movements in and out of airports, since controllers can judge more finely the safe moment to release outbound aircraft between successive aircraft on landing approach.

In addition, the DFTI uses a direct view storage tube which provides a picture several hundred times brighter than an ordinary display. This means that it can be used effectively during daylight hours in the cabs of control towers, where the large areas of glass result in a high ambient light level. Conventional low-brightness displays are ineffective in this environment.

## Call of the wild



## European News

## Uncertainty follows Kreisky win

By Our Own Correspondent

VIENNA, Oct. 11. ALTHOUGH the Socialists yesterday captured the absolute majority at the general elections with 88 seats out of a total of 183 and 50.2 per cent. of the popular vote, it is not yet certain whether they will be able to form a single-party government. With the postal vote still to be counted, computer predictions point to a loss of one seat from the Socialists to the small Freedom Party which would then have 15 and not ten MPs.

The People's Party will remain at 80 seats, a loss of three MPs. As the Socialists provide the Speaker who cannot vote, the two opposition parties could theoretically block the legislative initiatives of a Socialist government with only 92 seats.

Thus the future form of the Austrian Government will be known only on Tuesday when the 115,000 postal votes will be added to the grand total. If the Socialists retain their two-seat majority over the opposition, Dr. Kreisky will certainly form a Socialist Cabinet. If the majority shrinks to one single seat, he is likely to opt for a coalition with the small Freedom Party which for the past 18 months already tacitly supported the Socialist minority Cabinet.

Whatever the final results, the entire Austrian press agrees to-day that Chancellor Kreisky achieved the greatest electoral victory in post-war Austrian history and that his party will dominate Austrian politics during the next four years.

## GREEK AIRCRAFT REPAIR PLANT

ATHENS, Oct. 11. THE GREEK Government to-day announced winning bids for an aircraft repair and maintenance plant that is expected to cost about \$46m. Two bids were accepted: The first from a combine including Generale Aeronautique Marcel Dassault, Lockheed Aircraft Service Company and Aristotele Onassis. The second bid was from Automaton Industries Inc.

Bids from a West German firm and an Israeli enterprise were not accepted. AP

## Malfatti urges surcharge removal before 1972

BY REGINALD DALE, COMMON MARKET CORRESPONDENT

BRUSSELS, Oct. 11

EUROPEAN countries must secure the removal of President Nixon's protectionist measures, together with a selective realignment of parties, before the end of this year, Signor Franco Malfatti, president of the Common Market Commission, said here at a meeting of Community industrial and employers' organisations.

Apart from the direct effects on trade of the U.S. measures, Signor Malfatti said there was a danger that their continuation would set off a chain-reaction of protective counter-measures. The climate for negotiations with the U.S. would then be endangered. The European countries did not exclude negotiations on defence expenditure and the whole question of barriers to trade, Signor Malfatti said. But the complexity of the two issues meant that a longer period of time would be needed to study them and examine possible solutions.

## Currencies

The problem of the relation between European currencies and the dollar was important, but the relationships between the Community currencies themselves were even more important, he stated. The simple reason was that only 8 per cent. of the total exports of Community countries went to the U.S., while around 40 per cent. were absorbed inside the Common Market itself.

Italy Signor Malfatti pointed out sent 10 per cent. of its total exports to the U.S., compared with 43 per cent. to the other five member countries, and 48 per cent. if the four candidate countries were added. For France, the figures were 5 per cent. to the U.S., 49 per cent. to the Community of Six, and 55 per cent. to the future community of ten. For Germany the figures were respectively 9 per cent., 40 per cent. and 48 per cent.

Meanwhile, the Commission to-day announced figures for its trade deficit with the U.S. for the first six months of this year. The Community deficit, at \$1,085m., was marginally lower than the \$1,370m. recorded for the same period in 1970. Total Community exports to the U.S. in the first six months of 1971 were at \$3,710m. (against \$3,090m.) and imports reached \$4,795m. (from \$4,450m.).

Mr. Michael Patisier, a former private secretary to Mr. Wilson, was to-day named head of the British delegation to the Common Market.

## Second round of Malta talks begins to-day

BY OUR OWN CORRESPONDENT

VALLETTA, Oct. 11.

THE SECOND round of talks on future military and financial arrangements between Malta and Britain will take place here to-morrow when the British negotiating team headed by Mr. P. T. E. England, the Assistant Under-Secretary for Defence, reports back on the demands made by the Maltese in the first encounter last month.

The talks must resolve within the next six months the difference in price Mr. Mintoff, the Maltese Premier, is asking for rental of Maltese military facilities and the offer made jointly by Britain and NATO. As yet there is no indication that Britain has increased its \$9.5m. offer or that Mr. Mintoff has reduced his \$20m. a year demand.

When the talks open to-morrow the British negotiators may find that a more pressing issue now heads the agenda, namely, the rundown of British services.

The General Workers Union is insisting that there should be an immediate halt to rundown plans. A memorandum has been forwarded to Lord Carrington, the British Defence Secretary, and Mr. Mintoff. The GWU in a statement to-day revealed that the rundown issue has been the subject of discussion with Mr. Mintoff since the current talks with Britain started.

The Maltese Premier is coming under increasing pressure to revive the economy and ward off unemployment by getting Britain to shelve rundown plans. Mr. Mintoff is also faced by decreasing revenues from excise duty which usually account for 70 per cent. of the island's total annual revenues. He must therefore improve revenues either by coming to an early agreement with Britain or seeking Libya's help for a second time.

## U.S.-GERMAN

## OFFSET PACT NEAR

BONN, Oct. 11.

NEGOTIATIONS between West Germany and the United States on a new agreement to offset American troop costs will be concluded "very possibly" this month, the West German Government spokesman told a press conference here to-day. The U.S. is claiming \$1,200m. reimbursement over the two-year period beginning last July 1 for the local costs of keeping 200,000 troops stationed here.

In the same period, West Germany's estimates it will spend about \$800m. on the purchase of military equipment in the U.S. The dividends of banking and credit institutions dropped by nearly two points to 14.7 per cent.

## Dip in German company dividends

By Malcolm Rutherford

BONN, Oct. 11.

THE AVERAGE dividend paid by West German public companies last year was 12.9 per cent., down from 13.2 per cent. in 1969. It was the first time since 1967 that average dividends were down on the previous year, the Federal Statistics Office reported to-day.

At the same time, the Office added that many companies were only able to maintain their dividends by drawing heavily on reserves. It is unlikely that they will be able to do this for 1971 when dividends are expected to fall much more sharply.

Of 1,656 companies covered, just under one-third were unable to pay any dividend at all, or about 30 more than in 1969. This is balanced out, however, by an increase of about 30 in the number of companies who passed their dividends in 1969 but managed to pay something in 1970.

The only sectors to speak of which, on average, increased their 1970 dividends were oil processing (up 50 per cent., but from a very low base), iron and steel production (up from an average 10.8 per cent. to 13 per cent.), breweries and trade.

Car and heavy vehicle production, on the other hand, dropped from an average 27.2 per cent. dividend in 1969 to 23.7 per cent. The dividends of banking and credit institutions dropped by nearly two points to 14.7 per cent.

## DUTCH BUDGET

## Not so simple as before

BY OUR CORRESPONDENT IN THE HAGUE

THE FIRST big debate on the 1972 Dutch budget, which starts to-day, is overshadowed like the political scene at large by the evils of excessive wage rises and of threatened stagflation.

According to the general budget philosophy which has been followed ever since Netherlands Bank President Dr. Jelle Zijlstra was Finance Minister in the early 'sixties, Dutch Governments can spend 8 per cent. more in real terms every year for tax away some of this in (real) tax reductions without undue interference with the rest of the economy.

Known as the "Zijlstra norm", this theory is based on the assumption that the Gross National Product grows by 4.8 per cent. a year on average—which it has done ever since the first post-war recovery period—and that the Government's overall tax income grows 1.25 times faster as a result of the progressive income tax system ( $(1 + 4.8) \times 1.25 = 6$ ).

As long as the norm is observed, the budget deficit can be kept down to a level at which the Government's long term borrowing in the capital market does not conflict with the combined needs of industry and the local authorities: they do not need inflationary financing and neither does the Government.

This admirable system was even found to cope with the effects of a modest degree of inflation. For when purely nominal price rises on top of real growth caused Government spending to exceed the 8 per cent. limit, the Government automatically derived the same amount of additional income from the extra yield of all proportional taxes such as VAT and Company Tax. The income-tax yield, owing to its progressive character, would show an even more profitable balance.

The latter, known in budgetary jargon as the "purely nominal overproportion" and now worth about 250m. a year, has been largely "returned" to taxpayers in five large dollops throughout the sixties. This has been achieved through a reduction in income-tax rates, an operation

which is due to become an annual event when the Automatic Tax Correction Act comes into force on January 1, 1972.

It is not difficult to see that the budget's role as a general economic stabiliser has been weakened by this Act.

Two other developments are now clearly seen to operate in the same non-stabilising direction. One was introduced in the first half of the sixties, when the wages and salaries of all civil servants, from Council dustmen to permanent secretaries, were automatically linked to average industrial wages, with a time lag of about six months.

The other is more recent and has proved vastly more dangerous to the economy as a whole. Late in 1969, the Government allowed sliding scale clauses with an automatic compensation for price rises to be incorporated in collective agreements. Announced as a temporary experiment, valid for 1970, the measure has become a permanent feature of the Dutch wage system.

Meanwhile, average nominal wages in Holland have been going up by more than 11 per cent. a year over the past eight years. Of every increase in prices about half can now be traced to the excess of wage rises over productivity gains.

With inflation rampant here as in most parts of the Western world, and with monetary policy practically paralysed by the huge inflow of foreign capital which the authorities only began to check in the course of this year, the serious implications of all these factors for the Government's finances form the main theme of the 1972 budget.

One simple illustration will do. Compared with the 1971 esti-

mates, total expenditure next year will rise by F13,100m. (\$558m.) to F137,741m. The greater part of this rise, F12,700m. (or 53p in every £) will be needed to pay for the expected increase in the salaries of civil servants. Including teachers, which simply follows the trend in industry.

Another F11,500 (or 29p in the £) will have to be used to offset the effect of price increases on the budget, without a single extra road, school or subsidised house being built. This leaves only F1,900m., or 19p in the £, for government spending increases in real terms.

The general economic prospects for 1972 remain as daunting as the 1971 background already is. The terms of trade worsened to the tune of F1,500m. this year, increasing the balance of payments deficit on current account to a probable F12,000m. They should improve somewhat next year, but still leave a deficit of at least F11,000m.

In spite of the implied rise in import prices, and a domestic consumer price rise of 6.5 per cent. this year and 7 per cent. forecast for 1972, private consumption will nevertheless go up in volume by 4.5 per cent. in each of the two years. That is possible because money wages will rise by 14 per cent. in 1971 while another 13.5 per cent. increase is forecast for next year.

Huge transfers of purchasing power through the social services to a total of well over F120,000m. also stimulate consumption at the expense of savings and tax yields. At the same time, activity is clearly levelling off. GNP in real terms will only grow by 2 per cent. in 1972, compared with 5 per cent. this year and 5.5 per cent. in 1970 and in 1969, so that actual performance is dipping well under the 4.8 per cent. trend.

This is where a major dilemma comes in for Mr. Roelof Nelissen, the Finance Minister. The slow down in activity will cause the total tax yield to fall behind expenditure by a wider margin than usual, and an unprecedented

ted budget deficit of F13,200m. is forecast.

Hence the paradoxical use of the "Wobbe Tax," the new fiscal regulator which was introduced last January. So far from being reduced or wholly suspended, as a hesitant economy would indicate, the wobble tax will be given another couple of turns of the screw next January, when this temporary surcharge on Income Tax, Company Tax and Petrol Duty (VAT remains exempted to spare the cost of living index) will be increased from 3 to 5 per cent. and a third of the proceeds used to finance the deficit.

## Proverb

Fortunately, the number of Dutchmen who will admit that the basic trouble lies on the wage front is growing fast. The first major act of the new Cabinet after assuming office in July was to suspend all measures of wage and price control then in force. Last year's Wage Limitation Order had been proved almost completely ineffective.

Acting on the Dutch proverb that more flies are caught with honey than with vinegar, the Government firmly placed the primary responsibility for the fate of wages and prices in the laps of the union and employers' organisations, while keeping its statutory emergency powers in reserve.

First reactions have not been unhelpful. Chairman Harry ter Heide, of NVV, the largest (Socialist) trades union confederation, flew an imaginative kite almost at once: "Why don't we begin by compensating all workers for current price increases (which might themselves be reduced in consequence of his plan). If this leaves us with any additional room for real wage improvements, we should divide this by giving every employed person the same sum of money next year rather than the usual percentage increase. Those earning more than an (as yet unspecified) maximum will get no real improvement at all, only the price compensation."

First reactions have not been unhelpful. Chairman Harry ter Heide, of NVV, the largest (Socialist) trades union confederation, flew an imaginative kite almost at once: "Why don't we begin by compensating all workers for current price increases (which might themselves be reduced in consequence of his plan). If this leaves us with any additional room for real wage improvements, we should divide this by giving every employed person the same sum of money next year rather than the usual percentage increase. Those earning more than an (as yet unspecified) maximum will get no real improvement at all, only the price compensation."

## More jobless in Sweden

BY OUR OWN CORRESPONDENT

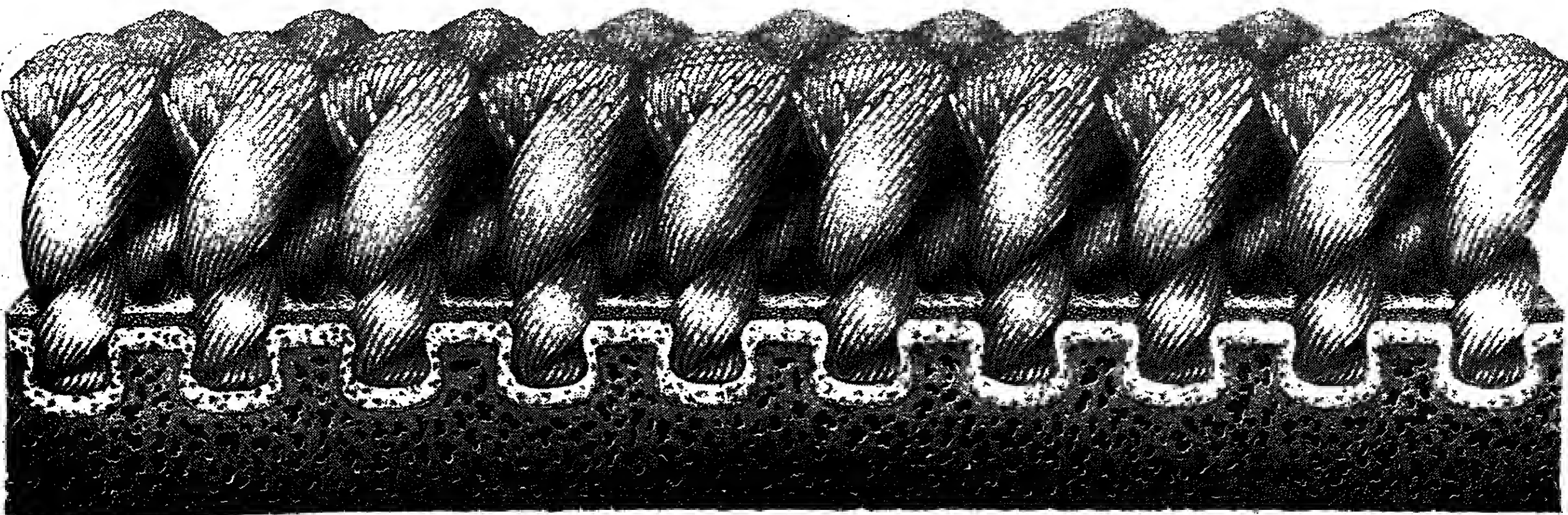
STOCKHOLM, Oct. 11.

UNEMPLOYMENT in Sweden rose last month to 113,000 equal to 2.8 per cent. of the labour force, double the level of a year ago, according to the Central Bureau of Statistics. If the estimated number of workless undergoing retraining is added, as well as a large number of women who are now staying at home the figure comes out at about 200,000.

Anticipating a fast rise in the unemployment level the Government has allocated Kr.500m. (\$66m.) for emergency pro-

grammes which it is hoped will provide work for some 40,000 jobless in the worst hit areas. The schemes include additional housing starts, a number of construction projects for both local and central Government sectors, as well as other building projects not on the priority list. In addition the September Bank Rate was lowered by half a per cent. for the third time this year down to 5.5 per cent. as a stimulant to industrial investments.

## Introducing the office carpet.



Until recently, office carpets weren't office carpets at all. They were living room carpets pretending.

They may have been called 'heavy duty' or 'contract quality', but basically they were the same carpets you put on the floors at home.

But an office isn't like a home. And carpets in an office aren't treated like carpets in a living room.

So three years ago, Armstrong, the world's largest flooring company, set out to do what no one had done before:

Make office carpet.

First, we spent months talking and listening to everyone who'd come into contact with the stuff. Architects. Office Managers.

Carpet Layers. Secretaries. Executives.

Two of our research men even spent a few days hoovering with a couple of office cleaners.

Next followed talks with the fibre manufacturers. All the big boys. Monsanto. Courtaulds. Du Pont.

Only after we'd sifted through all this advice did we actually start to make carpet.

And when we had made it we promptly started destroying it. Or we tried to.

For six months everything that came off the production line was subjected to 68 different carpet destroying tests.

Tests that simulated the very worst kind of treatment that office carpets could ever get.

The end result of all this talking and testing is a range of carpets that absorb sound better, insulate against heat loss better and are practically static free.

Carpets that look great, of course, but also carpets that are less likely to shrink, fade or stain than anything else on the market.

And most important of all, carpets that will stand up to the terrible beating that only an office can hand out.

So remember. If you want carpets for your office, you've got hundreds of makes to choose from.

But if you want office carpets, you'll have to choose Armstrong.

To Armstrong Cork Company Limited, Armstrong House, Chequers Square, Uxbridge, Middlesex.

I'd like to know more about office carpets.

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

**Armstrong**

FT2



## Other Overseas News

## Russians expected to urge Sadat to find peaceful solution

BY OUR OWN CORRESPONDENT

MOSCOW, Oct. 11.

## IN BRIEF

● **THE YEN** closed at 330.20 to the dollar yesterday, or 9.02 per cent. above its old parity of 360 to the dollar. It was the first time it had risen above the 9 per cent. mark since the yen was floated on August 28.

● **HITACHI** Shipbuilding and Engineering Company has concluded contracts to build six giant tankers worth Yen64,000m. (£74m.) for U.S. and Greek firms for delivery between 1973 and 1975.

● **WEST AUSTRALIAN** Governor Sir Douglas Henderson has proposed a constitutional crisis following the death on Friday of Speaker T. M. Toms, who held the casting vote in the legislative assembly. The action suspends Parliament 35 days until the by-election for Mr. Toms' seat.

● **JAPANESE** Minister of International Trade and Industry, Mr. Tanaka, said Monday Japan hopes to conclude a governmental agreement with the United States on restriction of Japanese textile exports by Friday.

● **CALCUTTA**—As first step in the campaign to fight malnutrition among refugee children 70 "nutritional therapy" camps are being immediately opened in various West Bengal districts where more than 7m. East Bengali evacuees are housed at present.

● **PAKISTAN'S** ambassador to Buenos Aires, Abdul Momin, left his post yesterday and announced his allegiance to Raula Deth.

● **KARACHI**—President Yahya Khan is to broadcast to the nation to-day and he may disclose some details of the constitution his experts are drafting for Pakistan.

● **KAMPALA**—Scottish teacher John Bisset Stenhouse of Dunshelt Auchtermuchty, Fifeshire, was sentenced to seven years imprisonment at Gulu, Northern Uganda to-day for manslaughter. The magistrate, Mr. C. D. Patel found that Mr. Stenhouse killed an African pupil when he discharged his shotgun during unrest at his school in February. Mr. Stenhouse is to appeal.

● **CAIRO**—Egypt and Kuwait said on Monday night that there could be no peace in the Middle East unless the Zionist occupation of Arab territories was ended. The Middle East News Agency reported from Kuwait.

In a joint communiqué on President Sadat's 24-hour visit to Kuwait which ended to-day, the two countries reaffirmed their insistence on the full rights of the Palestinian people.

It is thought that President Sadat will press the Soviet Government for offensive weapons as well as defensive weapons. Although increased Soviet aid and offensive weapons in particular would be vital for Egypt if it were to implement President Sadat's pledge to resort to war by the end of the year the Soviet Government would clearly prefer to avert an outbreak which could lead to confrontation with the U.S. Moreover, involvement in a Middle East war would interfere with the avowed aim of present Soviet foreign policy, a relaxation of tension on all fronts and negotiation for the reduction of forces.

## Increased aid

The three Soviet leaders, Mr. Brezhnev, Mr. Kosygin and President Podgorny, met President Sadat at the airport. The Egyptian Foreign Minister Mahmoud Riad, and War Minister General Mohammed Ahmed Sadik, who will attend the talks, arrived in Moscow a few days ago. Mr. Riad has already conferred with the Minister of Defence, Marshal Grechko.

The Soviet Union would face considerable economic losses from an outbreak of war. As the cost of military aid to the Soviet Union has heavy economic investment in Egypt. The supply of offensive weapons would also mean sending more Soviet technicians and pilots.

## Political detainees go on hunger strike in Sudan

BY OUR SPECIAL CORRESPONDENT KHARTOUM, Oct. 11.

PRESIDENT Nimir's amnesty announced on Saturday to political prisoners interned after the May 1969 revolution has coincided with a hunger strike by prisoners detained after the abortive July coup. The hunger strike began about six days ago among prisoners held in military and civil prisons in Khartoum, the railway centre north of Khartoum.

The strike has not been made public here, but according to reliable sources in Khartoum, a large percentage of the 300 detainees there are participating. Some are reported to be hospitalised and force fed. Rumours in Khartoum that some have died seem exaggerated. Prisoners are demanding that charges be made against them.

A demonstration on Friday by detainees' relatives was dispersed by police with baton charges. Detainees include senior officials of the railway as well as workers. Now that jails elsewhere are being emptied, July detainees are likely to be spread throughout the country to reduce the trouble potential.

On Cairo Correspondent reports: The Sudanese Justice Minister, Abu Bakr Awadallah, has announced a predictably overwhelming majority for

General Nimir in the 15-day presidential election staged last month. Gen. Nimir, who was the only candidate, claimed 98.6 per cent of the votes, well above the 85 per cent he said he needed to accept the presidency. The election will allow him to proceed with his programme to bring Sudan's political institutions into line with those of Egypt, so that Sudan can join the confederation of Arab states. Tomorrow evening the General will address a rally at the Khartoum racecourse to thank the people.

## Constitution

If Pres. Nimir proceeds with the programme he outlined last month, he will now dissolve the Revolutionary Command Council, form a People's Assembly, and then call for direct elections or by appointment, and establish a socialist union, a single party on the lines of Egypt's Arab Socialist Union.

He will then submit a permanent constitution to the People's Assembly and appoint a government which will include "highly efficient elements," presumably technocrats similar to those prominent in the Egyptian Cabinet.

## BENGAL AND PRESIDENT YAHYA

## The real crisis may still lie ahead

BY KEVIN RAFFERTY

AS THE East Pakistan monsoon drizzles its way out about now, it is time for President General Yahya Khan to play his cards. The rains clear it will be easier for his Army to reopen the supply lines to get food out to the hard-pressed Bengalis in the months before the monsoon crop can be harvested. If the Army is only 15p each a day—but it adds up to almost \$300m. a year for 5m. people. So far the rest of the world has promised Rs.115m. (\$22m.), but has handed over only Rs.18m. (\$3.5m.) of this.

To get the refugee figures into perspective, there are more refugees from Pakistan than there are people in London. They are as many as the inhabitants of the 25 largest English county boroughs put together. So many prosperous people in such a confined space as the Indian border area would be a problem, but these people are not prosperous; they are homeless, mostly possessionless jobless.

Within East Pakistan, opinion has notably hardened against the Army, even compared with the mood of last December, when an election gave the "secessionist" Awami League an overwhelming 76 per cent. of the popular vote. This was clear evidence of a change of heart from a prominent Bengali. By the standards of the area he is moderate. He has gone back to East Pakistan, and will not take part in guerrilla activity. But he is not clear that his people have now discarded Sheikh Mujibur Rahman and the constitutional approach.

## On trial

While the monsoon has been falling the Army claims there has been a time of consolidation. It admits that people are angry and says it has been supervising the return to law and order in the province to make life safe for the majority of loyal Bengalis; members of the Awami League disloyal to Pakistan who insisted the people have been rooted out and its leader put on trial for his life. The economy is "fast returning to normal" (a claim now made for some months) according to President Yahya's supporters. Most people are back at work and guerrilla activity has been limited to raids from the cover of Indian territory, often with Indian support, the army maintains.

The fact is, however, that the refugees are still piling into India at the rate of 40,000 a day; they are total more than 9m. These are Indian figures for but no independent observer has yet disputed them. India is managing to care for them at a cost of Rs.2.77 each a day. This is only 15p each a day—but it adds up to almost \$300m. a year for 5m. people. So far the rest of the world has promised Rs.115m. (\$22m.), but has handed over only Rs.18m. (\$3.5m.) of this.

There are more problems than the refugees. The economy has been disrupted. External payments have been suspended for some time. President Yahya has often said that the politicians are welcome to try to solve the economic problems. This year he commented that the economy was "so bad I cannot tell you." Aid repayments had risen past the danger point of a fifth of export earnings, and debt rescheduling had been due for some time. In the year ending in July, according to the official estimates, the economy grew by only 1.4 per cent. Expenditure on the public sector of the annual development programme was 26 per cent. below what was planned. Investment fell to 14 per cent of GNP.

of East Pakistan. "It is not safe to go out after dark." So much for claims that law and order have been restored.

Other sectors of the economy have also suffered. Tea estates have been damaged and are working well below capacity. The rail link from the important Sylhet producing area to Chittagong has been disrupted. Official Pakistani claims that people are back at work have not been substantiated. In Dacca, official departments are well staffed, but the Army has threatened action against civil servants who did not turn up for work. Other places are working at about half strength because many people are still in their villages.

## Jute crop

But the events of March have had longer-term effects. East Pakistan was obviously badly hit (the repair bill for damage during the disturbance was about Rs.200m. (about £17m.)) but the effects spread through the whole economy. The Pakistan aid commission refused to consider new aid or debt rescheduling until a political solution was found. West Pakistan lost much of the advantage of its protected market in East Pakistan. Military expenditure was raised by Rs.400m. to Rs.3,400m. or 54 per cent of the budget.

It is difficult to get figures for the disruption of economic activity in East Pakistan. Certainly, the jute crop which has provided almost all Pakistan's foreign exchange has been disrupted. One estimate is that it will be up to 2m. bales short of last year's crop of 7m. bales. Even allowing for a surplus from last year which could be

exported, Pakistan will lose foreign exchange of about Rs.100m. Jute manufacturing, a source of just under half of jute earnings, has been harder hit with the migration of workers to their villages. Even with the Pakistan Navy working Chittagong docks, there is no guarantee that the supplies can be got to the port.

Without enough resources to keep both halves of the country happy, President Yahya is in deep trouble. West Pakistan interests would resent transfer of the spurs to the East. One of the pressures for an autonomous Bengal was that ruling West-Pakistan interests had put their own development first. And the 1971-72 budget does nothing to restore the balance in favour of the East.

His room for manoeuvre is about limited. Pakistan may get some money from the Middle East oil countries and China, but probably not enough to bridge the East countries have their own problems. China has provided plenty of support in the Pakistani newspapers, but not as much hard cash. So far only part of the \$200m. loan offered last year has been paid.

Without enough resources to keep both halves of the country happy, President Yahya is in deep trouble. West Pakistan interests would resent transfer of the spurs to the East. One of the pressures for an autonomous Bengal was that ruling West-Pakistan interests had put their own development first. And the 1971-72 budget does nothing to restore the balance in favour of the East.

## Martial law

There must be a strong temptation, especially if the Army continues to be harassed by guerrilla raids, for President Yahya to order his troops to behave as an army of occupation. In any case the hawks in the Army are still in the ascendant. The removal in March of General Yahya and Admiral Ahsan from positions of martial law administrator and governor of East Pakistan took away the two members of the Rawalpindi ruling circles with direct and sympathetic experience of the East. Memories of the Indian "plot" and the murder of Punjabi and Pathan officers by Bengalis in the aftermath of the crackdown cannot inspire the President to be kindly.

President Yahya has already made it clear that he will not be given orders as to the conduct of his own country, even to the point of sacrificing about \$400m. annually in Western aid. He may judge that continued firm rule in Bengal is the cheapest, and possibly the best way of handing on to the province. In that case it is probable that the stalemate will go on, that more people will die, and that more will be uprooted—with long-term consequences that could entirely overshadow the present crisis.

## Japan will cut defence plan by about \$2,000m.

BY OUR OWN CORRESPONDENT

TOKYO, Oct. 11.

JAPAN intends to slice about \$2,000m. off its four-year defence build-up programme which begins on April 1, the first day of fiscal year 1972-73. Mr. Naomichi Nishimura, director

general of the Japanese Defence Agency, said to-day that Japan had planned to invest about \$16,000m. on the nation's defence forces, but that now the figure might be closer to \$14,500m. Mr. Nishimura said that the present world economic situation would force Japan to reduce its military build-up expenditure. He estimated that Japan would purchase somewhere between \$800m. and \$1,000m. worth of assembled military hardware and parts from the U.S.

He explained that Japan realised that the Americans would like to assume some of the responsibility for the defence of portions of Asia. However, he pointed out that from a practical position this was impossible, and that this question might better be resolved in a broader economic context.

He clearly implied that it might be better if Japanese assistance to the American defence responsibilities in Asia took the form of greater Japanese foreign aid since the nation's defence budget was limited and likely to be reduced.

He failed to mention that the country's major armaments manufacturers had been lobbying intensively for a large segment of the next five-year programme's budget for domestic production of expensive items previously imported, mainly from the U.S.

Mr. Nishimura emphasised that there were people abroad who voiced fears about rearmament and a return to militarism by the Japanese nation. "Frankly," he said, "such fears or suspicions are utterly unfounded so far as Japan's current defence posture is concerned."

## Burma-China economic pact resumed

By Our Own Correspondent

RANGOON, Oct. 11.

UNDER letters exchanged here, the Burmese and Chinese governments have agreed to reactivate the Sino-Burmese Economic and Technical Co-operation Agreement signed at Peking in January, 1961. The letters provide for utilisation by Burma until September, 1973, of the balance of approximately Kyats 270m. (\$23m.) from the Kyats 400m. (\$36m.) 10-year interest-free loan which China extended to Burma under the Agreement.

Burma has ceased to draw upon the loan since 1967, when Sino-Burmese relations became strained following the turmoil over Chinese students in nationalised Chinese schools. The projects to be financed by the loan will be chosen by the Burmese government. Details of the projects will then be worked out between Burmese authorities and members of the Chinese economic and technical mission visiting Rangoon soon. Repayment of the loan will begin in 1980, in instalments spread over 10 years.

## KENYA'S FOREIGN EXCHANGE OPEN

By Our Own Correspondent

NAIROBI, Oct. 11.

Foreign monetary dealings reopened in Kenya to-day at new rates quoted by the Kenya Central Bank following the decision on Friday to peg the Kenya shilling to the U.S. dollar at a rate of 7.14. But dealings with Tanzania, a partner State in the East African Community, were not immediately resumed.

## Pakistan Plan revision

BY OUR OWN CORRESPONDENT

KARACHI, Oct. 11.

PAKISTAN may have to readjust its targets for the Fourth Five-Year Plan (1970-74) because of the non-availability of foreign exchange. The deputy chairman of the planning commission Mr. M. Raschid told newsmen in Karachi that the commission "will do its best to protect the essential targets of the plan within the availability of resources."

Mr. Raschid said he would not be given orders as to the conduct of his own country, even to the point of sacrificing about \$400m. annually in Western aid. He may judge that continued firm rule in Bengal is the cheapest, and possibly the best way of handing on to the province. In that case it is probable that the stalemate will go on, that more people will die, and that more will be uprooted—with long-term consequences that could entirely overshadow the present crisis.

## The Financial Times is tickled pink

Copycat desk-top copiers are hot news at the FT. Six electrostatics, conveniently situated at different points within Bracken House play important roles in the daily race to get the first edition out at 9.15 p.m.

Editors and Reporters use them to take extra copies of news items. The Pictures Editor takes copies of selected photographs. Updating 2000 City Prices daily is faster with Copycat desk-top machines.

Elsewhere in Fleet Street it's much the same. The Daily Telegraph

uses Copycat. So do The Observer, Evening Standard, Sunday Times and the Press Association.

And Fleet Street isn't only gaining time, it's saving money too. Just ask yourself, isn't there a good reason why Fleet Street chooses Copycat?

Send for our publication 'The Real Facts about Office Copying' and find out what Copycat means in terms

of reliability and speed of operation. You can get your copy fast through the Post Office

Copycat Ltd. FREEPOST London SW1P 1YX. Just put your name on your letterhead and send it to this abbreviated address—no stamp is required.

**Copycat** Meeting everybody's copying needs



## Maybe you know about it. But shouldn't you know more?

The Industrial Relations Act became law in August, 1971.

It's the biggest and most important piece of legislation on employer/employee relations for over 60 years. It probably affects you in some way. So how can you find out about it, quickly and easily?

The Act outlined is a 16-page booklet published by the Department of Employment. It's a simplified run-down of what the Act sets out to do, and how it will work in practice. If you need a more detailed summary of the Act, we've also published a Guide to the Industrial Relations Act, which runs to about 90 pages.

And from time to time, we'll be publishing leaflets about specific parts of the Act as they come into operation. The first, on Registration (of Trade Unions and Employers' Associations), is now available.

All three publications are free, and available from any Employment Exchange in Britain.

Alternatively, you can send for The Act outlined (only), using the coupon below.

Send this coupon to PO Box 201, Mitcham, Surrey.

Please send me The Act outlined, the short guide to the Industrial Relations Act.

Name

Address

Postal Code

**INDUSTRIAL RELATIONS ACT 1971**

shouldn't you know more?

If you need more than 1 copy please indicate the number in this box:

(Issued by the Department of Employment)

Copycat Limited, Greycoat Place, London SW1P 1SF. Tel: 01-828 4300.

مكتبة من الصحف





Same old Tuesday.  
Then something unusual happens and you feel like talking to someone about it – and everyone in the office is either engaged or in another part of the building. Your present telephone system probably isn't up to solving the problem and a strange feeling of panic or impotence and frustration slowly develops.  
We don't think this particular nightmare is very likely to become reality, but others are much more real – the takeover threat while your p/e ratio is weak or your assets under-valued, a fearsome wage claim, militant shareholders demanding a better return, a new Minister demanding expense cuts, a competitor price war – or just the normal day-to-day battle to preserve tight margins, reduce costs and increase efficiency in the present period of high inflation.

Good communications are essential to efficiency and even on same old Tuesday an STC system can substantially increase your normal efficiency – and take the unusual in its stride.  
At the press of a button (none of that old-fashioned slow dialling) you can talk hands free to a group of people, make a public announcement, or interrupt a conversation – and do a lot more, besides adding an air of quiet elegant individualism to your desk.  
We can't do much about the asset stripper but we can help you by giving you and your staff more of that very expensive and valuable commodity called time – on average approximately £1.50-£4.50 worth or more per communicator per week, plus a more elegant and pleasant life.

The price of luxury? A remarkably modest purchase price or rental which is about £0.25 per instrument per week. So with the savings you may even afford a Silver Shadow to match your new found communications comforts – and have the time to enjoy it.  
So please just drop us three lines on your Company notepaper – "Same old Tuesday", your name and position; or phone us (01-300 7788) asking for extension 336 or 337. We'll respond with free and friendly advice to help you keep those gorillas or whatever at bay.  
STC Private Communications Division  
Foots Cray, Sidcup, Kent.





# The Technical Page

EDITED BY ARTHUR BENNETT AND TEN SCHOETERS

## PROCESSING

### Big calcining plant opened

REFRACTORY aggregate of the high-grade alumina silicate type has been in short supply for some time. The aggregate is used as a moulding material for the production of investment castings, such as jet turbine blades, sewing machine parts, surgical implants, copying equipment mechanisms and golf club heads.

Other applications are for lining kilns and blast furnaces, and in the manufacture of kiln furniture (the refractory supports used during the firing of ceramic whiteware). In addition, the material has a wide variety of associated uses, both as the main material and as a constituent of ceramics, refractories and plastics in many industries.

The main producer in the U.K. is the English China Clays Group, of St. Austell, Cornwall, with an annual production of some 40,000 tons, which will be doubled when the new production line which has just been completed at the group's Parkendillick works is fully "on stream" by the end of the year.

Officially opened last Friday, it is stated to be one of the world's largest and most modern tunnel calcining plants. It took just over 14 months to build from the start of site excavation and cost the group £15m. The ECC Specialty Minerals, a subsidiary of the group, is one of the major products of the company's china clay operations.

In the new plant, selected china clay slurries (blended by analogue computer to ensure consistency) are filter pressed to reduce the water content to about 30 per cent. The shredded filter cakes are passed through a rotary drier, a pelletiser, and then pressed into briquettes (moisture content 18 per cent). The briquettes are then fired in a tunnel kiln to ensure uniform heat distribution. The briquettes pass through a drying kiln to reduce the moisture to less than 1 per cent before the kiln car enters the calcining tunnel. There have been some problems with the automatic stacking of the bricks, but these are being overcome.

There are three tunnel calciners at the Parkendillick works—the new one is 150 metres long. The calcining cycle is approximately 60 hours, with each kiln car remaining in the firing zone for 25 hours at temperatures of 1,300 degrees C. rising to 1,525 degrees at the end of this zone.

Passage through the kiln is by hydraulic ram working intermittently: just before the pushing cycle, the oil supply to the burners is cut off and not resumed until the push is complete. This prevents products of combustion being deposited on the briquettes: firing takes place between each setting.

After calcination the briquettes are fed to a complex crushing and grading plant where a standard range of aggregates is produced. Some of these are fed to a pebble mill to produce the -120 and -200 gradings, or to the rescreening plant where closed screen gradings such as 80-120 BSS are produced.

Main contractors for the plant are Gibbons Bros. of Staffordshire.

When packed and palletised, the Molochite is put up in units of total weight 1,237 kg for despatch (1,200 kg of material), suitable for ship, rail or container transport—and for storage in the open. At present 50 per cent of production is exported, and it is expected that this will rise to 65 per cent.

TONY FRANCE

## TRANSPORT

### Brazil looks at French hovertrain

FOLLOWING the visit to Paris and the test centres for the two versions of the French Aero-train of M. Maluf, head of the transport authority for Sao Paulo State, there is a strong possibility that Brazil may adopt the French hovertrain technology for one or more of its important internal routes.

Sao Paulo to Santos has been indicated as one of the routes which could be turned over to the 250 mph air-cushion train system, together with fast links between various major cities and the airports on which so much of the internal transport system of the country depends. While the Sao Paulo-Santos line would be around 100 miles in length, the Rio-Sao Paulo link, which is also under consideration, would be about 100 miles in length.

At the moment, a feasibility study of the requirements for such a service is under way and a report should be made to the federal authorities by May next year.

Investment of funds required for a service on this scale demands the intervention of the Federal Government and a decision to proceed with the Aero-train is expected to be made in the second half of 1972.

If the Aero-train is successful, it will have added a major Latin American country to the list of takers of its designs. These now include Holland, Sweden and the U.S. Work is also in hand on support design for the West German magnetic levitation train project, under study for the Bundesbahn and the Federal Transport Authority by Krauss-Maffel.

## ELECTRONICS

### Circuits generate no heat

SCIENTISTS at the Philips Research Laboratories, Eindhoven, have found a way of dispensing with the resistors incorporated into the surfaces of certain types of integrated circuits, removing sources of unwanted heat and reducing the focal area of a large number of different designs of circuit.

The new power supply technique has been called integrated injection logic and under it the electrical supply of the integrated circuit is effected by local injection of charge carriers.

Limiting resistors are not used and, while a conventional circuit gate requires an energy of 20 picojoules per logical operation, the new technique means that this value can be cut to only one picojoule: a value close to the theoretical limit. Philips researchers point out that the operating level is of the same order of magnitude as the energy involved in the functioning of the brain cells.

Diodes in the new circuits are integral with each bipolar transistor. When a voltage is applied to these diodes in a forward direction, charge carriers become available, are injected into the transistors and provide the energy required for the circuit.

Output of the supply diodes is automatically limited and there is no need any more for limiting resistors, so that the new technique of power supply is inherently free from dissipation problems.

More than a thousand gate circuits can be put on a single chip in this new approach and

the significance of this becomes clearer when it is remembered that in a big computer there are some 100,000 gate circuits; rising to 500,000.

Saving in consumption with the IIL technique is such that battery operation is no problem. Experimental work with circuits having 1100 gates and measuring about 10 square mm has been successful, the minimum dimensions of the parts of the circuit pattern on the face of the chip as displayed by the diffusion masks being 10 microns. Higher packing densities are possible with finer masks.

The group which has studied these new forms of integrated circuit has also been looking closely at a different form of power supply in such circuits. Local injection of charge carriers in this instance is provided by illuminating the surface of the chip. In this way it has been possible to get 325 gate circuits on one chip in an area of 5 square mm.

## AUTOMATION

### Cleaning up the circuit boards

ICI Mood is to introduce a new wide-duty range of cleaning plants for the continuous removal of photo and other resists from printed circuit boards. A full-scale demonstration plant will be installed at Runcorn early next year. ICI introduced the first cleaning plant for the continuous removal of resists from printed circuit boards, using chlorinated solvents, in 1960. Since then,

the need for good resist-removal from printed circuit boards has grown with advances in circuit sophistication and higher production rates. More recently, interest in solvent cleaning has increased along with the introduction of better resists which have become more difficult to remove.

The original straight-through type of plant with boards transported horizontally during the process stage is now well-proven for such cleaning.

The new type PCB 3 plant will remove resists using one or other of the ICI chlated solvents according to the resists to be removed.

It will process printed circuit boards from 150 mm to 600 mm wide and from 150 mm upwards in length and accommodate both rigid and flexible boards at processing speeds adjustable from 1 metre per minute to 3 metres per minute. Boards are placed on a feed conveyor with small spaces between each and are discharged in the same order cleaned and free from solvent at the other end of the unit.

The conveyor drives, brush work and jets and a primary still (to provide clean solvent for the cleaning system) are all enclosed within the unit.

An interconnected secondary still stands alongside to give greater on-line time and to accumulate the resist residues from the boards. The whole is designed for minimal down-time and easy servicing.

A NEW injection-moulding tool company has been set up of Polymold. Development of Bletchley, Bucks, the plastics

manufacturing subsidiary of International Synthetic Rubber, called Polymold Tools, the company provides a comprehensive service for the design and manufacture of high-quality moulding tools of up to five tons in weight at "highly competitive" terms.

Plant available includes a range of the most modern dye sinking, spark eroding, vertical boring, universal milling and grinding equipment. Design, model pattern, modification and rectification work, and try-out facilities will be carried out at Bletchley, Bucks.

DESIGNED with the mechanical handling, agricultural and earth-moving industries particularly in mind, is a range of hydraulic accumulators developed by Fawcett Engineering, of Dock Road, South, Bromborough, Cheshire. The primary purpose of the accumulators is to absorb damping shock pressures and pulsations transmitted through hydraulic systems.

They operate by using the compressibility of nitrogen at a predetermined pressure in a rubber separator bag, which takes up the shock wave transmitted through the hydraulic fluid, which, for example, ports are opened or closed. No servicing or maintenance is required as they are built to last the life of the equipment.

Available to cover a range of pressures (200, 500, 2,500, 3,500 psi), the devices save the user a higher degree of safety for loads and makes equipment easier to handle.

## METALWORKING

### Tools made to order

A NEW injection-moulding tool company has been set up of Polymold. Development of Bletchley, Bucks, the plastics

## HANDLING

### Vegetables cleaned by dry method

DEVELOPMENT and testing of a dry cleaner for root vegetables, which removes skin and shoots with minimum pollution of water supplies, has been completed. A design by Macbiefabrik Komen in Kulin, Noord Schaar, Holland, it has a capacity of 4 to 6 tons an hour and takes the root vegetables after they are steam treated. Rotating cages whip the skin from the tubers. In the first 9-foot section of the plant, without the use of water, a brief spray rinse removes any remaining pieces in the subsequent revolving brush section which also ensures final removal of eyes and potatoes the product is in the case of steam-peeling the water spray is not absolutely essential. If it is used, the waste water is drained off separately and the debris removed by conveyor or pumped off.

Dimensions are 3 metres long and height and width 1½ metres.

Van den Bergh and Partners, Albert Street, Windsor, Berks, can supply further details of this equipment.

## Shrink-wrap for big pallets

MOBILE and fully automatic, a jumbo-sized shrink wrapping machine has been built for the A. P. Moller Company of Copenhagen for use in its Hong Kong warehouses.

The machine was designed and constructed by Conway International, Kolding, and it can handle pallet loads which are 2½ metres long by 2 wide and 2½ high.

The shrink tunnel is 12 metres long by 5 high and 3½ wide and is built up of operating temperature in only three minutes by oil heating.

Get together with National's new Wireless Intercom.

No wires, no installation costs. Simple plug into AC source. Simple to use. Instant operation. £28.20p for 2-way system. Ideas for home, office, warehouse, restaurants, etc.

Immediate delivery from stock. Business. Stand No. 63.

Do you have a simple problem?

Get together with National's new Wireless Intercom.

No wires, no installation costs. Simple plug into AC source. Simple to use. Instant operation. £28.20p for 2-way system. Ideas for home, office, warehouse, restaurants, etc.

Immediate delivery from stock. Business. Stand No. 63.

Do you have a simple problem?

Get together with National's new Wireless Intercom.

No wires, no installation costs. Simple plug into AC source. Simple to use. Instant operation. £28.20p for 2-way system. Ideas for home, office, warehouse, restaurants, etc.

Immediate delivery from stock. Business. Stand No. 63.

Do you have a simple problem?

Get together with National's new Wireless Intercom.

No wires, no installation costs. Simple plug into AC source. Simple to use. Instant operation. £28.20p for 2-way system. Ideas for home, office, warehouse, restaurants, etc.

Immediate delivery from stock. Business. Stand No. 63.

## CONSTRUCTION

### Hospital heated by ceilings

General Hospital where over 300,000 square feet of the company's metal suspended ceiling is being installed. The ceilings will radiate heat down into the wards, offices, corridors and rooms in the main ward block, laboratory and recently completed maternity ward block.

The main advantage claimed for this design is that it combines in one assembly a heating system, sound absorption and a concealed void for wiring, ducting and pipework. It consists of coils of steel tube clipped to mild steel channels which in turn are connected to 1-inch diameter mild steel hanger rods. These rods are screwed into metal plugs in the structural ceiling. The rods are threaded to allow accurate levelling of the complete ceiling.

Aluminium alloy panels are clipped directly to the Tru-Wel tube (a TI product), and wire spacers are sprung into the top of the panels to maintain an air space between the upper surface of the aluminium panels and a layer of glass fibre insulation.

Aluminium alloy panels are clipped directly to the Tru-Wel tube (a TI product), and wire spacers are sprung into the top of the panels to maintain an air space between the upper surface of the aluminium panels and a layer of glass fibre insulation.

## Steel fibre reinforced decking

FIRST commercial use of Wirad 1-inch long by 0.01-inch diameter steel fibre reinforcement for structural concrete is at the BOAC car park at London's Heathrow Airport.

The two-storey car park with space for 328 cars, is being built with a steel frame on the Unibat principle, with Wirad reinforced pre-cast concrete panels for the decking. The 1-metre square thin panels were pre-cast with conventional concrete mix, to which was added 3 per cent by weight of chopped steel fibre, supplied by Johnson and Nephew (Steel).

Tests carried out by Teesside Polytechnic to verify the material's suitability for the car park were submitted to Robert Frazer and Sons, consulting engineers, who are said to have

considered it the best material for the application.

Weighing about 200 lbs each, the decking units can be laid without the use of cranes. By the same token, they can easily be removed, and a feature of this car park is that it is demountable and can be re-erected elsewhere.

Wirad has been developed by Johnson and Nephew since the company obtained the licence from the British Development Corporation, of Columbus, U.S., in 1969. It is particularly useful in concrete pipe manufacture, where it obviates the need for prefabricating the mesh reinforcement.

Based on designs originated by the Oxford Regional Hospital Board Architect's Department and developed by BSC's product centre, the system comprises double-skin trays of pre-finished sheet steel.

As the system has built-in insulation, the need for multi-layer felt or asphalt is eliminated, and fewer structural members are needed. It comprises trays measuring 10 feet long by 2 feet wide and 2 inches deep made from plastic-coated steel with the core between the skins pressure filled with urethane foam.

These trays are fixed to purlins at 3 feet centres, using U-shaped clips. The integral drainage is achieved by connecting pvc manifolds to flanges made during manufacture.

Windows fabricated entirely from pre-finished sheet steel are incorporated in the new office building. The demountable partitioning comprises hot-dipped galvanised roll-formed sections, as the skidding, clad with 1-inch plaster board, to which is bonded sheets of plastic-coated steel in various decorative finishes.

As a result, out-turn is now 300 to 350 cubic metres an hour, or some eight times the original exploitation rate. The wear on the bucket teeth is slight.

The Krupp organisation—43 Essen, Altendorfer Strasse 100—draws the conclusion that in many instances where soil or minerals or other raw materials are to be extracted, the continuous operation method by wheel conveyor is much more effective than any other method, the only provision being that the wheel unit must be designed for the job and its capacity adjusted to the handling capacity of the belt conveyors.

Previously, a 30-ton power shovel with a one cubic metre bucket was making an optimum output of about 40 cubic metres of hard gravel deposit per hour. There was no point increasing the size of the bucket and thus raising the size of the power shovel because the bucket teeth did not penetrate deeply enough into the working face.

With the Krupp wheel excavator, the company has installed conveyor belts to replace lorries and take the extracted materials away continuously.

The Krupp wheel initially turned out about 150 cubic metres per hour. This was raised to 200-250, but then bucket teeth started to become significant. The bed of gravel is higher than the top reach of the wheel unit and a bulldozer was added to push material down to within the reach of the new unit.

By agreement between the Financial Times and the BBC, information from The Technical Page is available for use by the Corporation's External Services as source material for its own news broadcasts.

As a result, out-turn is now 300 to 350 cubic metres an hour, or some eight times the original exploitation rate. The wear on the bucket teeth is slight.

The Krupp organisation—43 Essen, Altendorfer Strasse 100—draws the conclusion that in many instances where soil or minerals or other raw materials are to be extracted, the continuous operation method by wheel conveyor is much more effective than any other method, the only provision being that the wheel unit must be designed for the job and its capacity adjusted to the handling capacity of the belt conveyors.

Previously, a 30-ton power shovel with a one cubic metre bucket was making an optimum output of about 40 cubic metres of hard gravel deposit per hour. There was no point increasing the size of the bucket and thus raising the size of the power shovel because the bucket teeth did not penetrate deeply enough into the working face.

With the Krupp wheel excavator, the company has installed conveyor belts to replace lorries and take the extracted materials away continuously.

The Krupp wheel initially turned out about 150 cubic metres per hour. This was raised to 200-250, but then bucket teeth started to become significant. The bed of gravel is higher than the top reach of the wheel unit and a bulldozer was added to push material down to within the reach of the new unit.

By agreement between the Financial Times and the BBC, information from The Technical Page is available for use by the Corporation's External Services as source material for its own news broadcasts.

As a result, out-turn is now 300 to 350 cubic metres an hour, or some eight times the original exploitation rate. The wear on the bucket teeth is slight.

The Krupp organisation—43 Essen, Altendorfer Strasse 100—draws the conclusion that in many instances where soil or minerals or other raw materials are to be extracted, the continuous operation method by wheel conveyor is much more effective than any other method, the only provision being that the wheel unit must be designed for the job and its capacity adjusted to the handling capacity of the belt conveyors.

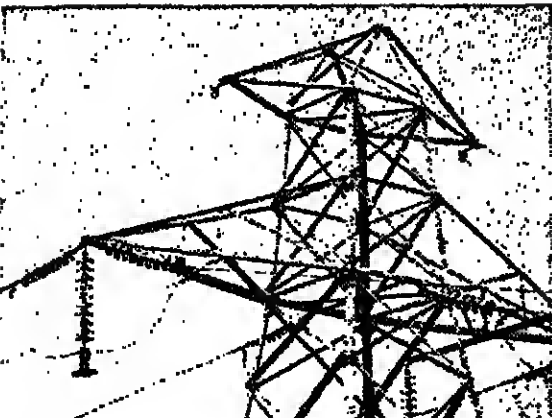
Previously, a 30-ton power shovel with a one cubic metre bucket was making an optimum output of about 40 cubic metres of hard gravel deposit per hour. There was no point increasing the size of the bucket and thus raising the size of the power shovel because the bucket teeth did not penetrate deeply enough into the working face.

With the Krupp wheel excavator, the company has installed conveyor belts to replace lorries and take the extracted materials away continuously.

The Krupp wheel initially turned out about 150 cubic metres per hour. This was raised to 200-250, but then bucket teeth started to become significant. The bed of gravel is higher than the top reach of the wheel unit and a bulldozer was added to push material down to within the reach of the new unit.

By agreement between the Financial Times and the BBC, information from The Technical Page is available for use by the Corporation's External Services as source material for its own news broadcasts.

# in Ireland we have



Complete national electrification.



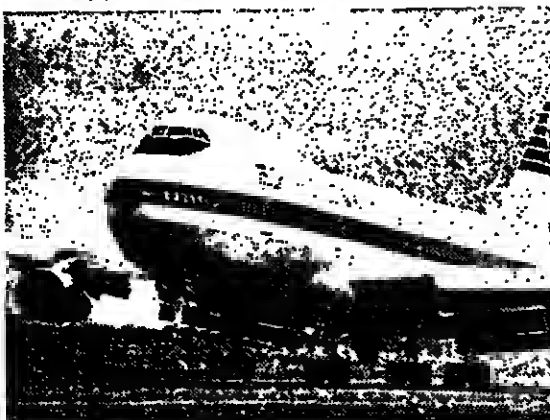
Intensive industrial training.



Modern highways.



Drive-on/drive-off deliveries.



Scheduled air services to 13 British cities.



New, ready-to-occupy factory buildings.

## and tax-free profits

No tax whatever for 15 years on export profits. Duty-free access to your home markets in Britain. Non-repayable grants towards land, buildings, plant and training. Ready-to-occupy factories.

Phone our man in London, Eoin O'Sullivan, 01-629 4214

**IDA Ireland**  
INDUSTRIAL DEVELOPMENT AUTHORITY

Head Office: Lansdowne House, Dublin 4, Ireland. London: 28 Bruton Street, London W.1, England. New York: 410 Park Avenue, New York, 10022 N.Y., USA. California: Suite 4032, 44 Montgomery St., San Francisco, 94104 Cal. Chicago: 1 East Wacker Drive, Chicago, Ill. 60601. Cologne: 5, Köln-Marienburg 51, Bayenthalstraße, 13 Germany. Paris: 62, rue de Ponthieu, Paris 8e, France.

## Expanding your memory? Yes-you do have a choice.

Yesterday, if you wanted to upgrade the memory on your System 360 you had to talk to IBM. On their own terms—right down the line. Today, things are different. Talk to C.I.G. We'll introduce you to the Data Recall Memory Unit. Serviced nationally by Honeywell, it's quite a proven piece of hardware. You will find it successfully installed on 360 Models 30, 40 and 50, and no wonder. It achieves savings as high as 30% over IBM list prices. Complete compatibility makes transfer from 360 to 370 systems possible to meet short and long term U.S. requirements. And it doubles present core memory capacities. For example, the 360/50 can be upgraded to 128K. That's something IBM can't match. They can't match us for flexibility either. Whether your system is marked, leased or purchased, C.I.G. will meet your requirements. You have a choice—on your terms.

call in CG Computer Leasing Ltd.

C.I.G. Computer Leasing Ltd. 11, Grosvenor Gardens, London W.1. Tel: 01-499 1261. Telex: 27235.

By agreement between the Financial Times and the BBC, information from The Technical Page is available for use by the Corporation's External Services as source material for its own news broadcasts.

مكتبة من الكتب



## 'Transport not hand- maiden of industry'

BY RAY DAFTER

MR. D. E. A. PETTIT, chairman of the National Freight Corporation, said last night that the 1970s would be the decade of transport and distribution, as the 1960s had been the era of the marketing man and earlier decades those of the production man.

Transport was no longer the hand-maiden of industry, he said in his presidential address to the Chartered Institute of Transport. It had become an accepted, integral part of planned industrial activity.

Mr. Pettit spoke of the profound implications of the Common Market. These involved the appraisal and reappraisal of resources, channels, techniques and organisation of transport and distribution. Major problems of industrial structure would present themselves with the realisation, merging and growth of multinational corporations. Above all, would be the need to establish a new summate "the marriage of transport and distribution with the computer."

Commenting on the changing patterns of retail distribution, Mr. Pettit said that of the 140,000 food outlets in the country, 70 per cent were concentrated through only 1,000 buying points. By the mid-1970s over 50 per cent of the grocery trade of the U.K. would be handled by less than 5,000 supermarkets.

To produce cheaply was not enough. Quality and competence in research and marketing and in the relative cost, efficiency and value would be the aim.

## Forced EEC entry may lead to violence—MP

THERE WOULD BE "growing lawlessness and political violence" if Britain was taken into the Common Market without the support of the people, Mr. John O'Sullivan, Conservative MP for Oswestry, warned yesterday.

He told Nantwich Conservatives this was one lesson to be learned from the situation in Ulster.

"The real issue in this Market debate was sovereignty and the extent to which we would be subject to Brussels law," he said.

"Respect would be shown for law from institutions which were fastened on an unwilling public."

"There would be no shortage of determined activists ready to exploit a sense of alienation," he added. The destruction of authority would be their aim.

## 'Two-year review will cost pensioners £36'

BY ARTHUR SMITH

PENSIONERS WILL lose £36 in the next two years as a result of the Government decision to review pensions only at two-yearly intervals, says the National Old People's Welfare Council.

In a report published yesterday, the Council argues: "A two-yearly review can only restore the purchasing power of the pension retrospectively and is never back-dated. One wonders how many trade unions or staff associations would tolerate cost of living settlements 21 months out of date and taking six months to implement."

The £1 increase in September restored the pension to 19p above its 1969 value, the report states. "By Christmas, that 19p will be gone. After that, the new £8 pension will drop further and further below the 1969 level."

The Government White Paper on pensions also comes in for criticism for not abolishing the Income Tax, 55, Gower Street, London, W.C.1, 25p.

"Since women live longer than men—and are likely to be poorer—it is a quite unnecessary and misplaced piece of chivalry to ask them to retire earlier," the report declares.

An end to the earnings rule, which taxes the earnings over £9.50 of a man between 65 and 70 and a woman between 60 and 65, is also advocated. This would make the statutory retirement age irrelevant because people could retire in gradual stages as they wished.

The report expresses the fear that people dependent on the proposed state reserve pension "will remain the poorer relatives of those with private pensions."

According to the Government's figures, the report says, a worker who joins the scheme aged 21 and earning £30 a week will get a combined State reserve and basic pension worth only a quarter of his final earnings.

Age Concern, 25, Gower Street, London, W.C.1, 25p.

## GAS INDUSTRY

The Financial Times will publish in its issue of November 22 a special inset on the Gas Industry. The following indicates the proposed editorial content.

1. Introduction. As the industry reaches the climax of its changeover to natural gas supplies, a broad look at its future structure and policy in the light of a rapidly changing energy situation in the U.K. and a new political environment for nationalised industries.
2. Article by Sir Henry Jones, retiring Chairman of the Gas Council.
3. The Future Structure of the Industry. An examination of the Government's proposals for centralising the industry in one authority and how they will affect the traditional structure of area boards.
4. The Prospects for New Finds. A look at the industry's supply position over the long-term future. How far has the new price agreement with NCE-Conoco over Viking field encouraged a revival of interest in North Sea exploration and what are the prospects for further finds both off-shore and on-shore. What part is the Gas Council playing in exploration.
5. Marketing in a New Era of Energy Price Inflation. The last year has seen a dramatic rise in the price of competitive fuels—oil, coal and electricity. How is the industry reacting to this situation and what opportunities is it hatching.
6. Interruptible Sales. The gas industry has developed interruptible marketing as an increasingly sophisticated tool with which to manage supply-demand problems. What has been the experience as these contracts come into operation and how far has the concept been developed.
7. Control of Natural Gas Flow. More than 90 per cent of the industry's supplies are now in the form of natural gas. A look at the techniques of transmission and control, compressor stations etc.
8. Finance for the Industry. The final accounts for the year 1970-71 are likely to show the industry with a relatively small surplus and it has now asked the Government for price increases. What have been the problems of funding such rapid rate of expansion and how is the industry tackling the problems of inflationary costs and wages.
9. Selling Know-how Abroad. The industry's patented CRG synthetic gas process is now being used in plants in Asia, the U.S. and other parts of the world. A look at this and the experience of the industry's recently established international consultancy service.
10. Progress in Manufacturing Appliances and Plant. A review of developments in the application of natural gas to new uses and the problems of changing boilers and other equipment to its use.
11. Service and Safety. As conversion to natural gas increasingly affects the customer, a look at how the gas industry has been ensuring safety and coping with service. The effectiveness of the CORGI register, etc.
12. Gas for Bulk Energy. The potential for natural gas use in total energy—supplying heat, lighting and power—and the arguments for and against its use in power stations for electricity generation.
13. Developments in Domestic Appliances.
14. Gas in the International Context. A look at international developments.
15. LNG. Its uses for storage and as a means of transporting bulk energy on an international scale.

## WINE

# Aids to the enjoyment of wine drinking

BY EDMUND PENNING-ROWSELL

THE WINE year begins, not obscures a clear view of the ends with the vintage in the wine's colour. Does this matter? It is made, and the cycle of work and clarity of a wine gives a clue to its condition and age. As they develop, red wines tend to go pale or brown-edged; white wines go dark. And if they have been badly handled or kept, red wines may lose their colour and white wines turn yellow long before they may be accounted old.

The use of candles is not an emblem of self-conscious nostalgia, nor a bow towards "gracious living." In fact, candlelight is very kind to wine—as well as to some of us too—provided that there is a sufficient density of candles and the table is covered with a white cloth, a highly desirable feature of any serious wine dinner; only against a background of white can the colour of a wine be examined. For electric light can be very hard on the appearance of wine, and strip lighting kills it; a red wine looks tawny, and the colour of a white wine is distorted.

## Glasses

But what of the glasses? I am too often surprised at the small attention paid to this aspect of wine drinking. Excellent, even great wines are frequently served in glasses far too small for the occasion, and also helps to accommodate the wine or to give pleasure to the drinker. Sometimes too they are poured into cut glass, whose refraction

"nose" will tell one whether the wine is in good condition, and not woody or corky; and if it is a fine wine, sniffing the aroma is an integral part of the enjoyment—an introduction to the wine itself. After all, wine of any quality is not inexpensive in Britain, and one might as well obtain the most out of it.

As we are on glasses, it may be said that it is quite unnecessary to have on the table several sizes or types of table wine glasses. Not the least of the wine snobisms is the business of having "the right glass." For table wines one type and size will suffice; and that goes for German and Alsace white wines as well as French reds. Some may like smaller glasses for fortified wines on the grounds that rather smaller quantities are served, but if so let them be no more than half-filled. The custom of filling small glasses to the brim with port (or with liqueurs for that matter) is a disservice to the wine.

In ignorance of local custom when first entertained in an Oxford common room, I only half-filled my small glass from the circulating port decanter. As the venerable vintage wine was circulated only twice, I share who skilfully filled to offered vintage port in the shadow metaphorically of the Sheldonian's Roman Emperors I do as the Romans do: but I

don't think it the best way to commend the latter's, as they are of excellent design and not expensive.

Going backwards, as we are in this consideration of aids to wine drinking, the virtues of decanting need not be rehearsed here, but decanters like glasses should be plain or have the most restrained engraving or cutting. Waterford looks well enough in its place, but this is not on the dining table. A decanter with a reasonably wide lip is desirable, as this makes it easier to direct the flow of wine and to rest the rim of the hotneck when pouring.

Wine baskets maybe aid restaurateurs but not domestic wine drinkers, for unless the whole contents of the bottle in the cradle are poured out at once, the backwash is apt to dislodge the sediment and so cloud the rest of the wine. Instead, the bottle should be stood up in advance; even an hour or two may suffice.

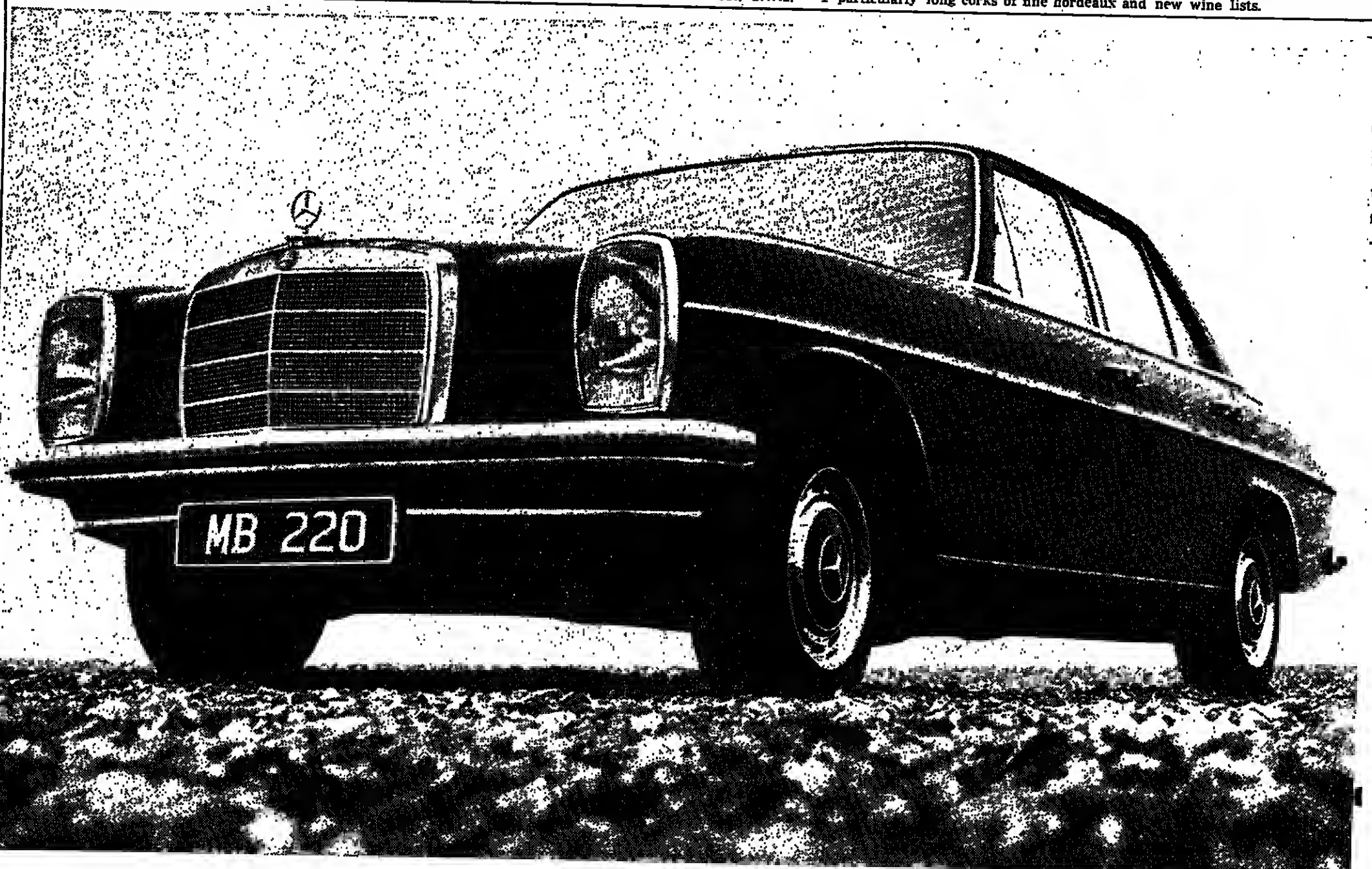
Finally, the tricky matter of corkscrews. Though widely available, it is hard indeed to find one wholly satisfactory. Often they have a sharp, gimlet-like thread, which is apt to pull through an old cork, particularly a vintage port cork. What is required is a wide thread, with a rounded and not a cutting edge, and a gradual rather than a steep spiral. This is not impossible to find, but I have yet to discover one with thread year drinkers can afford to concentrate on the wines and the new wine lists.

## Double-action

The double-action type, often made in wood, in which the pierced cork is drawn up by a screw is adequate for normal occasions, but the casing of the screw is apt to get in the way if the cork breaks and emergency measures are called for.

The compressed-air type with a needle instead of a thread works well, but once again, it is not so satisfactory with difficult corks. The "waiter's friend" style, combining a screw with a levering device to rest on the bottle-neck rim lacks length of thread, and is often hard on the hands. The most effective corkscrews that I have found are the long-obsolete Victorian type with a lazy-tong's action which exerts considerable leverage on the cork when extended. Meanwhile, until one can find something completely satisfactory, the best type is a corkscrew with a long, broad-spiralled thread.

Equipped now with adequate supplies of corkscrews, decanters, glasses, white tablecloths and candles, new wine-lovers sufficiently long to deal with the long corks of fine hordeaux and new wine lists.



Mercedes-Benz 220 2.2 litre, 4 cylinder, 116 bhp. Top speed over 100 mph.

## The more you admire two-litre cars the more you'll appreciate the Mercedes-Benz 220

There are some very good two-litre cars on the road. In this highly competitive sector of the car market, they have to be good.

Mercedes-Benz invite you to judge the 220 against that good standard and find that you really do get more. More endurance, for example. More ability to retain first-class condition so that your initial investment is protected by low depreciation. More, in every aspect of total car design...

### More Performance

By performance Mercedes-Benz don't just mean 100 mph-plus top speed. They mean performance you can use. What Mercedes-Benz emphasise is the supremely relaxed above-average cruising speeds, whatever the condition of the road surface, and the important extra margin of acceleration, if required, at medium overtaking speeds. The Mercedes-Benz 220 4 cylinder 2.2 litre engine develops 116 bhp SAE with a top speed of 104 mph.

If you want more edge to that performance, take a look at the Mercedes-Benz 250 with a 6 cylinder 2.5 litre engine that develops 146 bhp and a top speed of 112 mph.

### More Comfort

The designers of the 220 and 250 have achieved the spaciousness of larger Mercedes saloons within a more compact body. Seating is orthopaedically shaped to reduce fatigue. Comfort to Mercedes-Benz is never a matter of ornate trappings but of finely calculated lay-out. You have precise finger-tip control over a machine that responds effortlessly. The car does the work. Not you.

### More Reliability

"At 25,000 miles the car is still rattle-free... the engine and transmission are better than new" said one Mercedes owner. Such reactions are typical of men who choose a car that has set engineering standards that others simply cannot afford to follow.

### More Personal Safety

As always, the cost of safety has not daunted Mercedes engineers. No other manufacturer devotes so high a proportion of his turnover to the pursuit of safety. The 220 and 250 combine both

passive and active safety features. Things like individual wheel suspension with anti-dive control, anatomically correct driving position and all-round dual circuit disc-brakes. However, should a collision be unavoidable, the Mercedes-Benz "safety cell" (a rigid passenger compartment with impact absorbing zones front and rear), anti-burst door locks and impact absorbing steering column all help to reduce the possibility of serious injury.

The 220 and 250 are cars that deserve to be tested and talked over with the experts like any other important investment. Your nearest Mercedes-Benz dealer will be ready to do so. Alternatively, write to the address below for a brochure on the 220 or 250 and other cars in the range.

Mercedes-Benz (Great Britain) Ltd.  
Great West Road, Brentford, Middlesex.  
Telephone: 01-560 2151.

For enquiries about tax concession purchase, contact Export Division, Park Lane, London W1.  
Telephone: 01-629 5578



Mercedes-Benz: the end of compromise



# WHAT IS THE BM SYSTEM

A complete office planning, design and contractual service, with a unique twist. The B M System operates on a fixed cost budget for an overall package operation—you pay for all items and work involved at cost and benefit from negotiated or bulk purchase discounts. The B M System enables you to embark on development and expansion with a clear mind knowing that all work will be carried out within the budget and on time. Send for full details today.

**The BM System won't let you down**



**Building Markets Limited**  
Greycaine House Greycaine Road  
North Watford Herts. WD2 4UZ  
Tel: Watford 44344

Please send me full information on the B M System.

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_

## IMMIGRATION BILL IN THE LORDS

### Further safeguards for aliens in U.K.

BY JUSTIN LONG, PARLIAMENTARY CORRESPONDENT

THE Government last night put into the Immigration Bill further safeguards for the rights of aliens resident in the U.K. This was done when the Lords interrupted their summer adjournment to get the Bill ready for its Third Reading by the time Parliament reassembles next week.

All aliens settled in the U.K. when the Bill comes into force are to be treated as having been given indefinite leave to enter or remain in the U.K.

This change, inserted by Ministers, widens the amendment forced into the Bill when the Government was defeated on the issue during the Committee stage.

#### Second thoughts

Lord Windlesham, Minister of State, Home Office, explaining these second thoughts on the Report stage of the Bill, said that the amendment which had been carried against Government advice would have left considerable uncertainty as to how the courts would interpret it. Therefore the concession safeguarding Commonwealth citizens in the U.K. would now also cover all aliens.

In a further concession, the Government altered the Bill so that the wives and dependants of aliens resident in the U.K. will not be restricted from taking a job.

Lord Aberdare, Minister of State, Home Office, said Ministers had decided that it was unnecessary to fetter the freedom of dependants. So the wife and children of a work permit holder, and also students—whether they were aliens or Commonwealth citizens—would be free to take any employment without the need to obtain a permit. This amendment went wider than the Labour proposal that had been tabled on the issue. But it was the Liberals who claimed



Lord Windlesham

that it was their pressure which had induced Ministers to make major changes in the Bill.

#### Registration

Liberal peer Lord Wade issued a statement saying that "the Government has also accepted the view which we have pressed from the beginning that it would be disastrous to require new

immigrants to register with the police.

"Had they not given way on this," Lord Wade declared, "they would have been in danger of suffering another defeat in the Lords."

Finally, the Government have tabled to the so-called repatriation clause an amendment making it clear, as Liberals have urged, that expenses will only be paid to those who genuinely wish to leave the country and have expressed the desire to do so.

### Monday Club attacks Tory Central Office

Financial Times Reporter

A BITTER ATTACK ON Conservative Central Office is launched by the Monday Club, the Tory Right-wing group, in the latest issue of its quarterly magazine.

It accuses Central Office of self-confidence "surpassing the smug" against a background of falling membership in the constituency associations and the Young Conservatives.

The magazine, Monday World, says the new party slogan should be "Get Central Office off the backs of the party."

### Sabena cuts Brussels to New York fare

FINANCIAL TIMES REPORTER

SABENA yesterday announced a round-trip group fare from Brussels to New York from next February 1 of £70.55. For individual passengers between 12 and

21 and those over 65 the cost will be £78.20.

A Sabena spokesman claimed that the two fares were the lowest offered between Belgium and America and were the result of a simplified fare structure. The airline hoped that the new fares would contribute to the solution of the air fare problem and "pave the way for the harmonious and rapid development of air traffic on the Northern Atlantic."

Examples of round trip fares from February between Brussels and New York are: economy class fare—basic £158.35, peak £208.35; excursion fare 14/45 days—basic £83.35, peak £106.25; group fare—£70.55; persons between 12 and 21 and over 65—£78.20, peak £95.00.

Peak fares are applicable in June, July and August eastbound, and in July, August and September westbound. The fares are subject to Government approval.

## Neutral Malta plan rejected

LORD CARRINGTON, Defence Secretary, told the Lords yesterday that he would prefer a British presence in Malta rather than neutralisation. Lord Brockway, a Labour peer, who had suggested neutralising the island and the whole of the Mediterranean area, said he thought it should be neutralised from both the American and Russian fleets in the hope of some new security arrangement. But Lord Carrington said that £4.75m. had been paid to the Maltese Government on behalf of the NATO alliance on September 30 and that talks had now started at official level with the aim of negotiating the details of a new defence agreement within the next six months.

## Belfast: peer asks about Protestant extremists

LORD WINDLESHAM told the House it was not yet possible to say who was responsible for the bombing last Friday night of a Catholic-owned public house in Belfast, in which a Catholic woman was killed and 14 others injured.

Lord Kilbracken, a Labour peer, had asked what action was being taken to search the homes of known Protestant extremists. "Do you think the IRA are likely to bomb a Catholic public house?" asked Lord Kilbracken.

Lord Windlesham replied that the police and security forces had not yet established who was responsible and it was a great mistake to jump to conclusions. religious discrimination, proportional representation and an economic plan to end the appalling unemployment and housing difficulties?

Lord Windlesham said that the Government's policies were likely to appeal to the moderate people of both communities who joined in non-sectarian groups such as the New Ulster Movement.

The Minister said in reply to further questions, that the advisory committee under Judge Brown would be reviewing in private the evidence on internment available to the Northern Ireland Government. When they believed it was possible to select an internee, they would recommend it to the Prime Minister.

"It is an independent tribunal. One of the three members is an Irishman, a Roman Catholic, and a former judge of the High Court in Kenya."

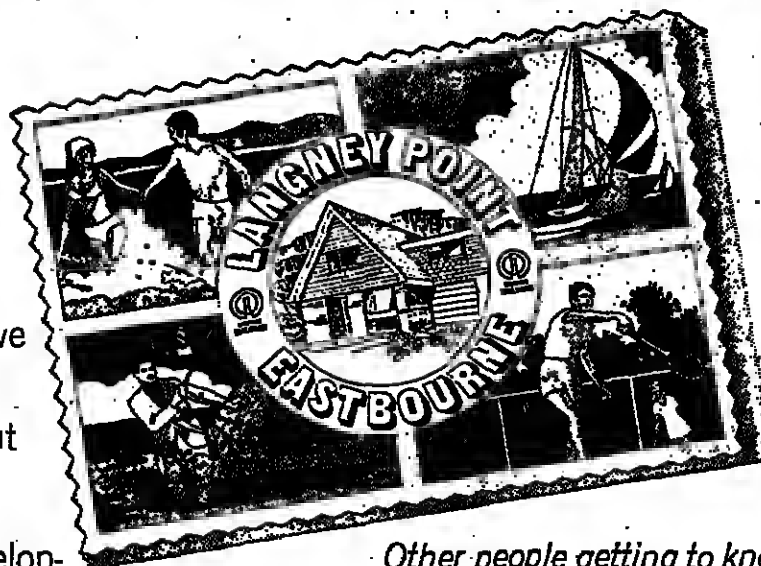
## Litter problem: "Education the answer"

When Lord Consoford, Tory, urged the Lords to press for the imposition of the maximum fine of £100 for dropping litter, Lord Mowbray, Seagrave and Stourton, Environment spokesman, said: "It is an idea, but public education, we think, is the answer."

Lord Shepherd, Deputy Opposition Leader, had asked about "the accumulation of dirt and litter in central London," which, he said, reflected on the nation as a whole and might prejudice tourism.

Lord Mowbray replied that central London streets were swept regularly and frequently, some several times a day and the Department for the Environment had emphasised in a circular to local authorities that the provision of litter bins and sites to which bulky rubbish might be taken were measures which could help reduce the litter and rubbish problem.

# Who is taking 1,000 families to the seaside?



Rush & Tompkins have an enviable reputation as builders. Their client list is proof of their capability. But they are also substantial developers.

Their 1000 dwelling development at Langney Point, Eastbourne, is an example of the way they have mobilised their skills to provide reasonably priced homes. They are doing the same sort of thing in South Wales, Kent, Wiltshire, Cambridge and Scotland, and even in the South of France.

They are also developing industrial estates and offices. Their own head office building is one of the largest decentralised office blocks in London. And it's a sound investment too.

What they are doing so successfully for themselves they could be doing for you.

Why not talk to Rush & Tompkins? You will

find them large enough to cope with a thousand home problems; small enough to tackle a discreet news conversion.

Other people getting to know us include: Bowaters, C & A Modes, Great Universal Stores, John Lewis Partnership, The Rank Organisation, Vosper-Thornycroft and many Local Authorities including the G.L.C.

Rush & Tompkins Group Ltd., Marlowe House, Station Road, Sidcup, Kent.



Langney Point, Eastbourne, Architects: Rush & Tompkins Design Services Ltd.



**Rush & Tompkins: builders worth knowing.**

## Why should making the country strong leave you weak?

Exporting may be great for the country but it can be very unhealthy for the small business.

After you spend months winning and filling an order you can wait even longer to get paid.

There is a better way to export.

The IFS way. We'll pay for your goods on presentation of shipping documents.

From then on you can let us worry about collecting the money from your customer (on short or extended credit) while you get on running your business.

Write for details to: International Finance and Services Limited, 38 Mincing Lane, London EC3 Tel: 01-623 3020.

**IFS pays you to export.**

One of the United Dominions Trust group of companies.





## Law Reports

## Ex-mayor's good work wins two years off sentence

A PETITION signed by 600 people in the Battersea area of London yesterday helped to win a one-third reduction in the six-year sentence on Battersea's former mayor, Sidney Sporie.

Sporie, 49, was sentenced at the Old Bailey in March for corruption over council housing projects. He was chairman of the housing committee of the London borough of Wandsworth, with which Battersea was merged.

Earlier, the Court of Appeal had rejected an application by Sporie, of Peabody Buildings, St John's Hill, Battersea, for leave to appeal against his conviction.

Appealing with Sporie was Peter George Day, 41, a construction engineer of Salway Lane, Albury, Hants. His 18-month jail sentence was cut to 12 months. But Day was refused leave to appeal against his conviction of corruptly offering Sporie £500 in connection with the employment of a company of building contractors on a £50m council housing project.

The Appeal Court quashed the conviction of Andrews Weatherfool Ltd. of corruptly offering emoluments to Sporie in connection with their employment on council housing work. They had been fined £10,000 with £3,000 costs.

**Legal point**

Mr. Justice Eveleigh, sitting with Lord Widgery (the Lord Chief Justice) and Mr. Justice Donaldson, said that Sporie's conviction of agreeing to receive emoluments from Thomas Daniel Smith should stand, notwithstanding that Smith was later acquitted of offering these emoluments to Sporie, a subsequent, and separate trial.

The judge also said that Sporie's conviction of corruptly agreeing to receive emoluments from Andrews Weatherfool for favouring them in council work should stand, despite the quashing of the company's conviction of offering the emoluments.

On those two questions, the Appeal Court certified that a point of law of general public importance arose. But, said Lord Widgery, the Appeal Court would not grant Sporie leave to appeal to the House of Lords because it was essentially the kind of case in which the House of Lords Appeal Committee might wish to consider whether to grant that leave.

After the convictions of Sporie and Day had been affirmed, Sporie's counsel, Mr. John Hazan, QC, urging a reduction in Sporie's sentence, presented to the judges a petition signed by over 600 people in Wandsworth and Battersea. The petition, he said, was almost without parallel in the courts.

"They submit that insufficient consideration has been given to the great amount of good this man has done for the community in the field of housing, and they appeal for clemency," said Mr. Hazan.

Mr. Hazan also read a letter from a Battersea resident who said he had spent 20 years of his married life in a slum, but now lived in a flat with hot water and a bath on the front door. Thousands of people in the borough were grateful to Sporie, who had transformed streets of sprawling slums into blocks of flats.

Mr. Hazan also read a letter from the Bishop of Southwark to Sporie in 1968: "There is no doubt that through your determination things are happening in Battersea."

Battersea and Wandsworth, said Mr. Hazan, became the most successful building authorities in England. Sporie was Mayor of Battersea from 1954 to 1965, and became leader of the Council in 1968.

The disgrace of Sporie's conviction had completely ruined him, and he clearly had no future so far as public life was concerned, said Mr. Hazan.

It was not the worst type of corruption case which could be imagined. "It is not the case of a man lining his pockets by corruption at the expense of those members of the public who elected him," said counsel.

## Breach of trust

Lord Widgery said it was an example of a case where a man who had done a great deal of exceptionally good work for the community committed a serious breach of trust. The courts had always taken the view that such cases must be marked with a substantial sentence of imprisonment.

But the Appeal Court upheld Mr. Hazan's submission that, paying regard to the "very large credit side of the account," the six-year sentence was excessive.

Earlier, allowing Andrews Weatherfool's appeal against conviction of corruptly offering emoluments to Sporie, Mr. Justice Eveleigh said there was no doubt that three men in the company—Mr. Neuman, the managing director, Mr. Allen, a technical director, and Mr. Williams, housing division manager, were concerned in engaging Sporie for the company.

But it was not possible to decide whether the Old Bailey jury regarded any of them or any combination of them as responsible for the criminal act of corruption of which the company was convicted.

The jury had not been properly directed by the trial judge (Judge Edward Clarke) on this point, and it was impossible to say that they would still have convicted the company if they had been properly directed.

It had been argued for Sporie that, because the company had been cleared of corruptly offering him emoluments, Sporie should be cleared of his conviction of agreeing to receive such emoluments.

Rejecting this contention, the judge said the jury must have concluded that a corrupt offer of employment by the company had been made to Sporie and accepted by him, and the appeal court's decision to quash the company's conviction in no way affected the question whether Sporie cor-

ruptly agreed to accept the employment.

Sporie also contended that his conviction of agreeing to receive emoluments from Thomas Daniel Smith for favouring Smith's company, Fleet Press Services Ltd., should be quashed, because Smith—former leader of Newcastle-upon-Tyne Council—was acquitted at a later, and separate trial of offering those emoluments to Sporie.

Commented the judge: "As long as it is possible for persons concerned in a single offence to be tried separately, it is inevitable that the verdicts returned by the two juries will on occasion appear to be inconsistent with one another."

**Jury view**

"Such a result may be due to differences in the evidence presented at the two trials, or simply to the different views which the juries separately take of the witnesses. That the result produced by such inconsistency is 'unsatisfactory' cannot be disputed."

But the Appeal Court must have regard to the unsatisfactory character of a guilty verdict rather than an unsatisfactory result of the two trials as a whole.

The Appeal Court could not, therefore, accept that the inconsistent verdicts in the cases of Sporie and Smith rendered Sporie's conviction on that count unsafe. There had been no suggestion that evidence favourable to Sporie was given in Smith's trial, but not in Sporie's.

## Plan to improve means of redress against officialdom

BY JOHN HUNT

LEGAL REFORMS to give the ordinary citizen a better chance of challenging the acts of Government departments, local authorities and tribunals are proposed in a working paper published today by the Law Commission.

The proposals, that the present "complex and restrictive" means of redress should be replaced by a simple "application for review" which would be heard by a High Court judge.

The application could seek to quash an administrative decision, enjoin an authority from exceeding its powers, command an authority to act where it had a duty to do so, or declare an action invalid.

The new remedy would be available to challenge all illegal public orders or actions, the working paper states. "The court could grant the form of relief requested, or where this was not suitable in the circumstances, any other appropriate relief."

In suitable cases, the court could also make a declaration outlining the legal rights of the applicant. It might also control the decisions of all bodies exercising monopoly licensing powers or conferring professional qualifications.

The working paper admits that it is difficult to devise a formula to cover all statutory and non-statutory bodies. Some organisations, such as universities, would have to be scheduled specifically.

"The vast number of admini-

strative authorities and tribunals to be subject to review by the new remedy will clearly fall within its scope," it comments.

At present, there was uncertainty surrounding the role of the injunction in controlling the jurisdiction of administrative tribunals. Under the present law, neither mandamus (a judicial writ) nor an injunction was obtainable against the Crown or its servants.

The Commission sees no reason why the new enjoining and commanding orders should not be obtained against the Crown as they would against any public authority which was acting illegally or failing to carry out its statutory duties.

"We were unable to discover any really convincing reasons for these immunities," it states.

The Commission stresses that the working paper is circulated for comment and criticism, and does not represent its final views. A full report will be made at a later date.

**SKYLINE HOTEL**

In our special pages on the Skyline Hotel, Heathrow, on October 5, the transparent canopy over the hotel patio was described as a "free-span Perspex dome."

We are informed that the structure is in fact a barrel vault roof fabricated from ICI's Simlition flat clear PVC sheet. The design and manufacture of the complete glazing system was carried out by William Cox Ltd.

CompAir U.S.A.  
Incorporated

a wholly-owned subsidiary of

International Compressed Air Corporation  
Limited

has acquired

Kellogg-American, Inc.

The undersigned assisted International Compressed Air Corporation Limited in this transaction.

MORGAN STANLEY &amp; CO.

October 12, 1971.



## Dear Minister of Transport,

Beware of ice on roads, you said. Expanded Metal took heed—and acted!

**Underpasses. Ramps and roundabouts on elevated roadways. Here especially, ice means problems... hold-ups, pile-ups—death!**

It is at just such blackspots that under-road heating elements of Expanded Metal are doing a life-saving job. Melting snow as it falls, keeping surfaces ice-free on London's new Westway, the new Eton-Windsor road, Trinity Road, Birmingham and the Clyde Tunnel.

Uniquely suitable because of its strength, its resistance to abrasion and movement, Expanded Metal makes roads safer in other ways too. With anti-glare screens, pedestrian barriers, reinforcement for tyre treads.

Versatile. That's Expanded Metal. You realize why when you know what it is.

This is it: A sheet of metal sheared and stretched to form a continuous, jointless mesh. A mesh whose weight per square yard ranges from a few ounces to half a hundredweight.

Where there can be anything from 4,000 apertures to the square inch to 40 square inches to the aperture. In any metal right through from steel to platinum. In materials other than metal too. It's everywhere.

Expanded Metal makes walkways in workshops and in ships. It makes anti-theft grilles, gas-fire grilles, microphone grilles.

It could be reinforcing the ceiling over your head, the floor beneath your feet or the denture you may be wearing in your mouth. Expanded Metal is everywhere. And everywhere it goes, it solves problems.

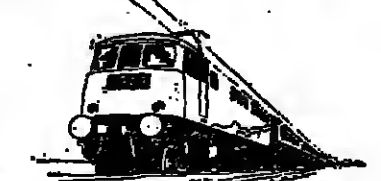
**Braking problem solved.** Railway companies wanted to increase the efficiency, prolong the life of brake blocks on their rolling stock. But how? Answer: Expanded Steel incorporated into the cast.

**Partitioning problem solved.** Three miles of walls and doors for the Government's new Argyle House, Edinburgh. 3 miles of partitions.

Brake blocks on railways in Britain, Canada, the U.S. and many other countries around the world are now reinforced in this way.

**Partitioning problem solved.** Three miles of walls and doors for the Government's new Argyle House, Edinburgh.

A problem requirement? Not to Permalock Partitioning made by Expanded Metal. It met every modular and finish specification as well as achieving a high sound rating.



## Got any more problems?

We're well equipped to solve them. After all, we've been making Expanded Metal longer than anyone else. We know more about it and produce more of it—in a bigger range too—than any other single manufacturer. In nearly a century we've diversified too. Prefabricated building components, electrical resistors and control instruments and a whole collection of road signs, beacons and bollards... today, all these come from the Expanded Metal Group. So, Civil Servant or Industrialist, tell us about any production or process problems you've got. It's more than likely we've got the answer. The number to ring is 01-222 7766.

APPLICATIONS TODAY IN: AGRICULTURE, BUILDING, DENTISTRY, ELECTRICAL EQUIPMENT, ELECTRICAL SCREENING, FANCY GOODS, FURNITURE, HEATING, INSULATION, KITCHEN EQUIPMENT, MINING, MOTOR CARS, OIL PRODUCTION, OPTICS, RADIOS, REFRIGERATION, ROADS, SHIPPING, SHOPFITTING, SURGERY, TELECOMMUNICATIONS, TOYMAKING.

EXPANDED METAL

solves problems.

THE EXPANDED METAL COMPANY LIMITED, CAXTON STREET, S.W.1.

## Leo Abse is cleared

MR. LEO ABSE, Labour MP for Pontypool, was cleared by a High Court judge yesterday of an allegation that he had slandered an insurance claims assessor.

The man who brought the unsuccessful action, Mr. Gerald Charles David Wheeler, of Neville Street, South Kensington, London, was ordered to pay the costs of the three-day hearing. He conducted his own case.

Mr. Justice Browne said he was satisfied that Mr. Abse did not say the words of which Mr. Wheeler

complained. Mr. Wheeler, who now works for a Lloyd's syndicate, had claimed that Mr. Abse had slandered him in remarks concerning claims assessors that the MP made to two journalists.

He had alleged that Mr. Abse wrongly stated that he (Mr. Wheeler) had advised an accident claimant to accept a £10 settlement over when solicitors later got £75.

Mr. Abse, who denied slandering Mr. Wheeler, did not give evidence.

## Paid Tory party chairman urged by Bow Group

THE CHAIRMANSHIP of the Conservative Party should be a full-time job with a salary of £3,500 a year, says Crossbow, journal of the Bow Group of Conservatives.

The new edition of the magazine, published on the eve of the Tory conference, strongly criticises the present conception of the post.

It points out that the chairman, Mr. Peter Thomas, MP for Hendon South, is also Secretary for Wales with a seat in the Cabinet.

"This is an unreasonable burden to place on any politician or administrator," says the magazine. "It is time the Conservative Party recognised that being chairman of the party organisation is a demanding, complex and full-time job and should not be combined with any other."

If the job were to attract a high degree of talent it should be salaried at the same rate as a Secretary of State—£5,500-a-

year. The vice-chairman should be paid the same salary as a Parliamentary Under-Secretary—£3,550-a-year.

In taking the party organisation should be reviewed, including the machinery of Central Office and the National Union.

Crossbow also criticises Mr. Reginald Maudling, the Home Secretary, it says, his "mildly benevolent manner" is probably more disastrous than the "batchet-faced" regime of Roy Jenkins and the Mountbatten Report.

The crime rate was soaring annually and there was no convincing view of the function of prison in society. Both Mr. Maudling and Mr. Mark Carlsile, under-secretary at the Home Office, were pleasant, affable people. But pleasantness and affability were not enough.

## Melchett in line to head world Institute

By David Walker

LORD MELCHETT, a chairman of the British Steel Corporation, has been elected a vice-chairman of the International Iron and Steel Institute, whose fifth annual meeting and conference opened at Toronto on Sunday.

The move makes it virtually certain that Lord Melchett, who is leading the BSC delegation to the conference, will become the Institute's next chairman, taking office for a two-year term from October, 1973.

That means that he will preside at the Institute's 1973 meeting at Johannesburg, but not at next year's conference in London. He will take over from the Institute's newly elected chairman, Mr. Yoshihiro Inayama, president of Nippon Steel.

Lord Melchett will be the Institute's first U.K. chairman. By tradition, the post rotates between representatives of the world's three most important steelmaking areas—the U.S., Japan and Europe.



THE CHURCHILL

FOURTH FLOOR IN CAXTON HOUSE

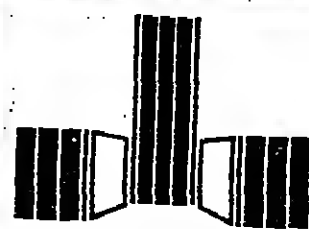
A NEW HOTEL CLOSE TO EVERYTHING IN LONDON

But nothing in London can come close to it!

For reservations, please telephone London (01) 486 5800

LOEWES HOTEL





The Property Unit Trusts  
Combined Assets  
exceed £60 million

## THE PROPERTY UNIT TRUSTS

Require for the continuing  
flow of funds

**OFFICE and INDUSTRIAL  
INVESTMENTS**

**SITES FOR DEVELOPMENT  
DEVELOPMENT SCHEMES  
for FINANCING**

**QUICK DECISIONS—  
AGENTS RETAINED**

Details to

The Surveyor

J. H. DAVEY, M.A., F.R.I.C.S.  
10, St. JAMES'S STREET  
LONDON, W.1  
Telephone: 01-930 4274

or

JONES, LANG, WOOTTON  
103, MOUNT STREET  
LONDON, W.1  
Telephone: 01-493 6040  
Telex: 23858



# BKT

for the best in print

All types of City print,  
including annual reports, balance sheets,  
stationery, timetables,  
leaflets and colour  
brochures.

**BROWN KNIGHT & TRUSCOTT LTD.**  
Printers & Publishers  
11-12 Bury Street, St. Mary Axe, London, EC3A 5AP. Tel: 01-626 5477.



## Credit Suisse

SWISS CREDIT BANK

# International banking and finance

Head Office in Zurich. Branches throughout Switzerland  
and in New York.  
Representative Offices in London, Beirut, Buenos Aires,  
Hong Kong, Johannesburg, Los Angeles, Melbourne, Mexico City,  
Rio de Janeiro and Singapore. Affiliated companies in New York,  
Montreal, Nassau (Bahamas).  
Correspondents throughout the world.  
Capital and Reserves: Swiss Francs 1,242,000,000.  
International Representative: George I. Williamson,  
48/54 Moorgate, London, E.C.2. Tel: 01-638 0658/9.

**CREDIT SUISSE**  
the right partner

## Holiday problems caused by Spanish floods are over

BY ARTHUR SANDLES

CANNES, October 11

BRITISH TOUR operators, stung by the suggestion that they were relaxing in the Riviera sunshine at their annual conference while their clients in Benidorm were being flooded out, to-day held an emergency meeting and decided that the real problems are now over. Plans to fly a jet special of four executives to Spain were rejected.

Both Clarksons and Thomson holidays, the two biggest U.K. tour operators, were agreeing with and distributing a Spanish Government statement which said: "The situation following last week's rains can now be considered to be closed."

The Spanish Ministry of Information and Tourism said that the pictures seen in Britain during the past couple of days were taken in Benidorm last Thursday and Friday. It added: "The weather in Benidorm is now good, the waters have subsided and life has returned to normal, except in the case of a few hotels which will have to be repaired and closed for some little time. At this time of the year this should cause no difficulty."

Visitors in affected hotels were moved to others not affected, those leaving the U.K. were diverted to other destinations in order to relieve pressure on essential services and ensure maximum satisfaction and every help possible was given to those who were already there.

**Flights back**  
Local authorities are restoring all public services. The airport is now fully functional, and tour operators, having inspected all the facilities in the area, have resumed flights to Alicante.

There are nearly 2,000 delegates here for the annual conference of the Association of British Travel Agents. Whatever the weather in Spain, here there is a sweltering late season sunshine. The French are making a determined effort to prove to the British travel men that U.K. agents and operators should pay more attention to the Riviera.

Mr. Bob Waller, to-day added the association's voice to the weight being placed against an already crumbling international air fare fixing structure.

Mr. Waller said that U.K. agents and operators should pay more attention to the Riviera. He said that the association's voice to the weight being placed against an already crumbling international air fare fixing structure.

Mr. Waller said that U.K. agents and operators should pay more attention to the Riviera. He said that the association's voice to the weight being placed against an already crumbling international air fare fixing structure.

Mr. Waller said that U.K. agents and operators should pay more attention to the Riviera. He said that the association's voice to the weight being placed against an already crumbling international air fare fixing structure.

Mr. Waller said that U.K. agents and operators should pay more attention to the Riviera. He said that the association's voice to the weight being placed against an already crumbling international air fare fixing structure.

Mr. Waller said that U.K. agents and operators should pay more attention to the Riviera. He said that the association's voice to the weight being placed against an already crumbling international air fare fixing structure.

Mr. Waller said that U.K. agents and operators should pay more attention to the Riviera. He said that the association's voice to the weight being placed against an already crumbling international air fare fixing structure.

Mr. Waller said that U.K. agents and operators should pay more attention to the Riviera. He said that the association's voice to the weight being placed against an already crumbling international air fare fixing structure.

Association—free from restrictive and uncontrollable regulations." IATA is the international airline club which sets air fares. Rovers over pricing on the North Atlantic and the steady growth of "rule-bending" by charter companies have brought the price-fixing procedure into disrepute and threatened the whole structure with collapse.

**Travel for all**  
"Travel should be within the pocket of the office boy equally as to the managing director. The whole world is an affinity group—everyone has the desire to get somewhere at a price everyone can afford—and this should be sufficient qualification," said Mr. Waller.

"I call upon airlines and governments alike to re-examine their policies with a view to expanding the air travel market."

The great debate on pricing and travel industry profitability takes place to-morrow afternoon. There is little doubt that there will be a row as many retail agents and some of the big tour operators oppose the margin-cutting price war that is going on between Thomson Holidays and Clarksons.

The subject of tour operating standards came up briefly to-day when Mr. Waller said that progress had been made on setting up an arbitration system which could handle complaints from package tour passengers.

To be effective any such plan must fulfil three requirements. First, it must be a simple procedure, both for member and public. Second, it must be inexpensive for the public. Third, it must not open to abuse, and third, it must protect the legal rights of the public," said Mr. Waller.

Mr. Waller also called for a "blue print of tourism" for the next decade. The convention will be sending an "urgent demand" to all European Heads of State for immediate action on the coordination of European tourism policies.

**Happy again**  
Holidaymakers in the Benidorm area of Spain "are now relaxing in the sun again and enjoying themselves" following floods there last week, Thomson Holidays said in London quoting reports from local representatives.

The floods had now subsided and conditions had returned to normal, Thomson's added. Holidaymakers who were to have been diverted to Majorca and Ibiza were now leaving Britain for Benidorm on schedule.

arches of most cars were not damaged. In many cases, the left under the wipers and below the rear number plate.

The magazine estimates that between 60 per cent and 85 per cent of the surface of the car—depending upon the model and the car wash, was cleaned thoroughly.

**Doubled**  
There are over 1,500 automatic car washes in Britain—the number has doubled in the past year. Within the next four years it has been estimated that 4,000 garages will possess car wash bays.

The oil companies, particularly BP, have been encouraging their retail outlets to install automated car washes as a means of increasing the total site profitability of a station.

According to Drive, the equipment is rarely maintained, is adjusted incorrectly, in extreme cases, maladjustment can result in scratches to the paintwork or chemical spotting on the finish. The magazine warns against washing cars that are less than three months old, or that have been resprayed, in automatic washing equipment.

Drive found only 7 per cent of AA members use automatic washes frequently. Over half of those described themselves as dissatisfied with the standard of washing. Only 13 per cent felt an automatic wash might damage accessories and 5 per cent felt it might damage paintwork.

**Consultant**  
A BP spokesman said that because the group wanted to avoid the very criticisms made in the AA investigation, BP had appointed Mr. Andrew Ralston as their U.K. car wash consultant 18 months ago.

As a result we have made it our policy to see that the 150 car wash units on BP sites are constantly maintained. At the moment we estimate that 10 per cent of motorists are using car washes but this will rise to 30 per cent in two years' time," the spokesman added.

## Grant aid for buses may be extended

IF PARLIAMENT approves, the scheme under which the provision of new buses is grant-aided will be extended until 1980.

This proposed extension of the scheme (at present due to end on August 31, 1975) follows last week's announcement about the doubling of the rate of grant from 25 to 50 per cent. Parliament will be asked to approve both changes in a draft Statutory Instrument which will be laid shortly.

The new bus grant scheme started in 1968 and was authorised for seven years. It provided for grants at the rate of 25 per cent, to be paid on all new buses which met specifications laid down in consultation with the industry, and which were to be wholly or mainly used on stage services.

## BUSINESS OPPORTUNITIES

CHESHAM FOR MERGERS BY AGREEMENT

# CHESHAM

AMALGAMATIONS & INVESTMENTS LIMITED  
LICENSED DEALERS IN SECURITIES  
31 Chesham Place, London SW1X 8HE. Tel: 01-235 4551

## ROAD TANKER AND BULK MOVEMENT OPERATOR ACQUISITION OR MERGER

We are a national company moving large volumes of liquid and solid products into industry, and have therefore, already in existence on a substantial scale, an organisation of vehicles, personnel, and facilities. On the basis of economy of scale leading to major improvements in efficiency, costs, increased overall general visibility and reliability, linked with major future expansion plans, we are now ready to explore with other interested parties, how best this may be achieved. The essential pre-requisites are that they should have:

- (1) a flourishing substantial and well established business although not necessarily national.
- (2) a first class experienced management team with a competent supporting structure.
- (3) the ability to absorb a large existing operation (or be absorbed by it).
- (4) Facilities, material and human, to immediately adopt a policy of dynamic expansion.

WRITE BOX B.6123, FINANCIAL TIMES, 10, CANNON STREET, EC4P 4BY.

## A BEAUTIFUL OPPORTUNITY

A leading international cosmetic company Vivian Woodard, a subsidiary of General Foods Ltd., will soon be entering into a large scale sales programme to sell its exclusive high fashion range of prestige cosmetics here in the United Kingdom. Many outstanding opportunities are available for career minded lady and gentleman who wish to establish their own business. For further information please write or telephone (reverse charge)

VIVIAN WOODARD COSMETICS LTD.  
General Foods Ltd., Maxwell House, Banbury, Oxfordshire.  
Telephone Banbury 52351 or 51024, between 9 a.m. and 5 p.m.

## Do You Want to Sell in Scandinavia?

Sales organisations, whose sales vehicles visit 2,500 super-markets in Denmark and Sweden with a non-food range twice a month, seek collaboration with a producer on an agency/or similar basis. Reply to Box No. 3693, Polacks Announcebureau A/S, 6, Ved Gyptoteket, DK-1586 Copenhagen V., Denmark.

LET US SOLVE YOUR FINANCIAL PROBLEMS  
NO LIMIT  
First and Second Mortgages, Re-mortgages, Development or Bridging Finance Brokers & Agents catered for  
**SPECIAL SECOND MORTGAGE SCHEME**  
TRAVELERS SECURITIES  
70 Upper Richmond Road, London, S.W.15.  
01-870 0283 (24 hrs. Service)

## STOCKS & SHARES

To those possessing a portfolio of quoted securities, advances of £10,000 upwards can be arranged at reasonable rates of interest.

**GLAZIER & SONS LTD.**  
48 MOUNT STREET,  
LONDON, W.1.  
MAY, 3159/4145

## Long term money required £400,000 over 20-25 years

for existing office development.  
Reply Box No. B.6135, Financial Times, 10, Cannon Street, EC4P 4BY

## SPARE TIME INCOME

Earn up to £50 a week or more as a sub-salaried distributor in one of the greatest growth industries in the world today.

Responsible people are required who want to develop their own business, devoting four hours per week to handling our product and earning a minimum of £400 a week. No previous experience necessary. Write for details, giving telephone number.

STANHOPE ENTERPRISES LTD.  
235-245 Grand Bazaar, Trafalgar Sq.  
London, W.C.2.

## LARGE PRIVATE PROPERTY COMPANY

requires long term finance in some form of mortgage or leasehold finance. The company is a private company limited by guarantee. Write for details, giving telephone number.

10, Cannon Street, EC4P 4BY.

## Old established

(50 years) Mayfair fittings and haberdashery specialist business available. Turnover £100,000 p.a. suited accounts. Write for details, giving telephone number.

10, Cannon Street, EC4P 4BY.

## STRATHCLYDE INVEST.

Specialists in the provision of capital for smaller businesses and the appraisal of investment opportunities for clients seeking directorships in companies which offer related employment and equity participation. Brochure sent on request.

10, Cannon Street, EC4P 4BY.

## PROPERTY DEVELOPER WANTED

Project management consultancy group seeks association with industrial commercial developer. Equity or profit share for work done. Write Box B.6134, Financial Times, 10, Cannon Street, EC4P 4BY.

## COLLECTION AGENCY

American based company seeks to buy profitable agency. Present management will be retained. Write details to Box B.6136, Financial Times, 10, Cannon Street, EC4P 4BY.

10, Cannon Street, EC4P 4BY.

## NEED A READY MADE FACTORY?

Substantial/profitable light assembly company has capacity available to assemble your product. Male and female labour. Work required for four months to December annually. Would consider year-round arrangement. Competitive. Free-issue basis. Location North-East.

Write Box B.6129, Financial Times, 10, Cannon Street, EC4P 4BY.

## NO COMPETITION

We are now opening up a new market for our selling "Ladies" shoes through a new revolutionary method of direct selling. The shoes are produced in a factory where there is no competition for the product. The shoes are sold direct to the customer. The shoes are sold at a price which is lower than the price in the shops. The shoes are sold in a way which is new and exciting. The shoes are sold in a way which is profitable. The shoes are sold in a way which is successful. The shoes are sold in a way which is guaranteed.

Write for details, giving telephone number.

29, Bloomsbury Street, London, W.C.1.  
Tel: 01-233 7756.

## HOLLAND OPPORTUNITY

Free assistance, facts and figures available to U.K. companies interested in establishing a factory or expanding in other ways in Holland. Contact official Dutch Industrial Promotion Service. Write Box B.6130, Financial Times, 10, Cannon Street, EC4P 4BY.

## PLASTIC EXTRUSIONS (FLEXIBLE & RIGID)

Tube—sheet—condensate—rigid and flexible—PVC—various formed sections—All of these can be obtained from the Plastic Extrusion Limited, Northwood, Middlesex. Write for details, giving telephone number.

10, Cannon Street, EC4P 4BY.

## ALFONSO BUSINESS SERVICES offer

in Regent Street, W.1. Mail, telephone and office services. Phone 1-734 5571, or write Box B.6070, Financial Times, 10, Cannon Street, EC4P 4BY.

A DIRECTOR and General Manager of a light engineering business, with full engineering qualifications, is seeking a new challenge. He is experienced in the management of a large business and is looking for a new opportunity. Write for details, giving telephone number.

10, Cannon Street, EC4P 4BY.

## FINANCIAL

Are you looking for top-flight sales representation to sell your products or services? A highly successful and well established sales organisation, regularly servicing all motor car, domestic electrical equipment, radio and other large volume products, is seeking a new challenge. The company is experienced in the management of a large business and is looking for a new opportunity. Write for details, giving telephone number.

10, Cannon Street, EC4P 4BY.

## WELL ESTABLISHED STOCK EXCHANGE BROKERS

The opportunity arises of gradually taking control of SE brokers upon phased retirement of older partners. This must be subject to satisfaction as to high qualifications of new partners and their ability to continue existing standards and service. Consistent and satisfactory profits have been shown. At all times policy has been to consolidate established position and not to seek expansion. Write Box B.5974, Financial Times, 10, Cannon Street, EC4P 4BY.

## BRITISH SHIPPING COMPANY

with substantial funds available desirous of diversifying and prepared to consider suitable business propositions. All information treated in strictest confidence. Details to Box B.6124, Financial Times, 10, Cannon Street, EC4P 4BY.

## INTERNATIONAL INDUSTRIAL GROUP OF FIRMS

are seeking within their diversification programme to take over or to acquire share in enterprises active in the fields of

manufacturing of pharmaceuticals and household chemicals

with turnovers of more than 1 mio. £. Are entrusted with preliminary negotiations. Utmost discretion assured. Write Box B.6127, Financial Times, 10, Cannon Street, EC4P 4BY.

**U.S.A. MARKETING**

- LOW COST MARKET PENETRATION PROGRAM—INTRODUCING BRITISH INDUSTRIAL PRODUCTS AND SERVICES TO THE AMERICAN MARKET
- Write or phone H. P. Chaffe, Esq., 20 Market Place, Stockport. Tel. 061-450 7631

## SELLING FOR BRITAIN

Young British Executive recently returned from the Far East, numerous contacts in commercial, industrial and financial circles in Japan, is to set up a sales and marketing organisation with a team of excellent Japanese personnel to exploit the vast potential for British Machine Tools, Consumer Goods and Gifts in the Japanese Market. British Companies wishing to enter or expand their business in the Japanese market, please contact Box B.6125, Financial Times, 10, Cannon Street, EC4P 4BY.

## FINANCE AVAILABLE

for  
PROPERTY DEVELOPMENT  
BRIDGING FINANCE &  
BLOCK DISCOUNTING  
**WEST CENTRAL HOLDINGS LTD.**  
36, Southampton Street, W.C.2.  
Tel. 01-834 0621

## PERSONAL

**FIRST ISSUE**  
of the important new publication  
**"Management by Objectives"**  
IS AVAILABLE NOW

It is designed for managers using or contemplating using MBO, and related methods of improving business performance and managerial effectiveness.

Full details available now from:  
"MANAGEMENT BY OBJECTIVES"  
Classified Media Ltd (FT)  
201 Batten Garden, London, E.C.1.  
01-485 3824

**SACCHUS** means lending your support to the National Society for Cancer Research and an opportunity of meeting new and old friends. Write now for details. Write to: SACCHUS, 86 Newman Street, London, W.1.

**CHRISTMAS CARDS**—Please buy them from the National Society for Cancer Research and help to provide extra cash for the fight against cancer. Write now for details. Write to: SACCHUS, 86 Newman Street, London, W.1.

**REVENUE INTERESTS**—Specialists for sale. Monthly Auctions or private treaty. H. & Foster and Cranfield, 5, Pauline, London, E.C.2. 01-248 1451.

**TAX FREE INTEREST** A 10 per cent. Share in a country's tax-free rate-horse can cost from 300 p.p.a. inclusive of all expenses for 1 year. Enquiries to: Douglas Marks, Lamborne, Berks.

**STAMPS BOUGHT**—Misses lots from Banks and Offices. Write to: H. & Foster and Cranfield, 5, Pauline, London, E.C.2. 01-248 1451.

**D.I.Y. CAR WASHING IS OUT**—for 75% of British motorists. You could now supply a huge market with immaculate cleaning, waxing and service. Europe's latest auto-clean concept. A superb job every 20 seconds! Proven. Write now for details. Write to: SACCHUS, 86 Newman Street, London, W.1.

**PRODUCTION CAPACITY**  
SHEET METAL work capacity available. Press brakes, welding, cutting, stamping. Contact Mr. 01-828 1912.

**CLASSIFIED ADVERTISEMENT RATES**

	Display Rate Per S.C.I. £
Appointments	13.00
Business Opportunities	15.00
Industrial Property	13.00
Residential Property	10.50
Travel	13.00
Salerooms	9.00

All other categories on request to—  
The Classified Advertisement Manager,  
Financial Times,  
10, Cannon Street, London, EC4P 4BY.  
Tel: 01-248 8000.

Provincial Offices—  
Manchester: Mr. A. Monk.  
Birmingham: Miss M. Harborne.

061-834 9381.  
021-454 2457.

Think h  
You have  
chemical  
Like a p  
account.  
Now thi  
to accurate  
do it w



This financing having been arranged outside the United States, the announcement appears as a matter of record only.

## \$25,000,000 Rank Xerox Limited 8 year Credit Facility

This Credit Facility is being provided by

The Chase Manhattan Bank, N.A.,  
The National Westminster Bank Group  
Nederlandsche Credietbank N.V.  
Orion Termbank Limited  
The Royal Bank of Canada  
Westdeutsche Landesbank Girozentrale

This Credit Facility has been  
arranged by  
Orion Termbank

ORION

### INDUSTRIAL TRAINING

# The "don'ts" in black and white — the "do's" in colour

EVEN if Mr. Robert Carr, Secretary for Employment, still keeps us waiting for the consultative document which is to reveal the Government's plans for the industrial training Boards as well as for his department's own manpower and related services, he has recently injected new vigour into the industrial training scene which seemed to be waiting for much of this year.

His Ministers are making enthusiastic declarations. The unemployed are repeatedly encouraged to get themselves trained instead of drawing the dole, and the need for sufficient numbers of skilled people ready for the anticipated "renewal" is strongly stressed.

The latest effort in this direction is a brand new Department of Employment film called "Training Pays". A Minister was to introduce it at its recent premiere; in the event this was left to a senior civil servant as the Minister had to talk about that other hot subject, the Industrial Relations Act, elsewhere. But the Department obviously regards the film as an important weapon in the present persuasion battle.

It is a good film, short and to the point. It tries to tell management at every level that the planning of efficient training is as important to the growth and prosperity of a concern as are planning and selling the product. Training, it says, will cost money and require effort, but the rewards will make the exercise worth while.

So we see—in black and white—how it should not be done. A company's inefficient ways of setting about getting and then not training new operators (apart from letting them sit beside "Nelly") are pilloried. "Lucy" spends a couple of days just watching; Nelly's output is reduced and her wages are made up... the machine is still not in use. Beginners make mistakes... mistakes lead to scrap and replacement... components have to be made earlier up the line.

Still no wiser

After three weeks, Lucy is fed up. Her brief stay has cost the company over £100. "From the time they first needed a replacement operator, production for gone has lost this company £540. Add this to the actual cost of Lucy and we get £647.375," goes the commentary. "The firm is worse off, too, in the labour scramble—and still no wiser."

Others are wiser, says the film, which now turns to colour and to a manufacturer of teleprin-



A still from the film "Training Pays" made for the Department of Employment. It shows a joint scheme for staff devised by a number of Lake District hotels.

ters and computer equipment, recently relocated. "There were few people in B. capable of the intricate and skilled work the firm carries out... they needed too many people too quickly to continue old-style training on the job, which took anything up to six months... they did something about it."

An experienced training manager was appointed, along with skilled operators trained as instructors at a Government Training College.

This systematised training was reduced from six months to two weeks, with a £20,000 net benefit on direct costs in the first year.

The film moves on to a heat harvesting scene—topping the heat too low in some cases, too high in others—with Industrial Training Service men deciding what that was needed was not only tractor driver but also management training. There is a group training manager school run by 24 small hotels.

And following scaffolder training and glassblowing instruction based on skills analysis, the film concludes that "whatever the industry, training pays." Let us 4 Carlton House Terrace, where the Department will find very economic rent on an 80-year lease "from the Crown Commissioners. But the interior has to be completely rebuilt. "The time to attend courses."

WHAT IS NOW no longer a secret, anyway, was spelled out the other day by Sir Basil Smallpiece in his capacity as chairman of the BIM Council. During the past year, he said, there had been a change in the management mar-

ket. "Continuing inflation has stressed the urgency of cost together in productive relationships. The shift is towards in-company, or do-it-yourself methods, and towards seminars with specific purposes. Some of the industrial training boards are themselves very active in this field."

The Furniture and Timber ITB, for instance, has just launched a six-month experiment in Wales and in the West Country, designed to tackle the problem of management training in small firms. "The experiment is based on the use of techniques which involve the employment of teaching machines," says the ITB. Management training is to be by machines to individual companies—thereby assisting managers "who want to keep up to date but who simply cannot spare the time to attend courses."

The Construction ITB, in turn, will run a conference on management in the construction industry (November 25 at Olympia) where

senior executives from companies which have themselves carried out detailed management development and marketing programmes will present their respective case histories.

One company, Intersect Training Services, which sells workshop packages to allow line managers to do their own training, claims that they have been tried in about 20 big companies around the country and "work like a charm." A group with common training needs is gathered, a leader appointed, and the workshop holds a series of four-hour discussions once a week, with homework in between.

In brief

The Road Transport ITB announced recently that its pilot scheme for training unemployed men as heavy goods vehicle drivers was "proving extremely successful, and that it intended to extend it to a further 1,000 unemployed. The number of drivers in the road haulage industry is 145,000, and by 1975 the estimated minimum requirement will be 160,000. "However, the present level of recruitment and training of HGV drivers due to the current recession in trade falls far short of the number required to meet future needs."

The Board believes that, with unemployment at the present level, it should train or re-train suitable men to meet the growing demand.

The Air Transport and Travel ITB has brought out a list of careers. Discussed are the jobs of pilots, cabin crew, engineers, and the commercial and administrative posts with airlines. There are careers with airports, in air traffic control, with travel agents and tour operators. The publication contains chapters on general opportunities for graduates and in computer services. The address of this ITB is Staines House, 155-163 High Street, Staines, Middlesex.

Finally, I learned the other day that Miss Rosamund Pownor, group training officer of United Biscuits, made history at Eton College recently when she was the first woman to be entertained in the magnificent College Hall where, since the time of Queen Elizabeth I, ladies have been harried from dining. Miss Pownor was there to lead a sixth-form discussion on industry. At 26, with a degree in sociology, a diploma in personnel management and one in general management studies, she has some years' experience as a plant manager in a well-working nights and shifts.

Growing fast

One organisation, the Industrial Society, which runs about 100 short "practical" courses a year, claims to have doubled its size in three years. "Under pressure from both management and unions to increase its services and its work in achieving more productive industrial relations, the Society has expanded rapidly and to become Britain's major advisory and training body in management," declares Mr. John Garnett, its director.

This, however, means "an acute accommodation problem," and £200,000 is needed. The Society will be getting Nos. 3 and 4 Carlton House Terrace, where the Department will find very economic rent on an 80-year lease "from the Crown Commissioners. But the interior has to be completely rebuilt. "The time to attend courses."

WHAT IS NOW no longer a secret, anyway, was spelled out the other day by Sir Basil Smallpiece in his capacity as chairman of the BIM Council. During the past year, he said, there had been a change in the management mar-

ket. "Continuing inflation has stressed the urgency of cost together in productive relationships. The shift is towards in-company, or do-it-yourself methods, and towards seminars with specific purposes. Some of the industrial training boards are themselves very active in this field."

The Furniture and Timber ITB, for instance, has just launched a six-month experiment in Wales and in the West Country, designed to tackle the problem of management training in small firms. "The experiment is based on the use of techniques which involve the employment of teaching machines," says the ITB. Management training is to be by machines to individual companies—thereby assisting managers "who want to keep up to date but who simply cannot spare the time to attend courses."

The Construction ITB, in turn, will run a conference on management in the construction industry (November 25 at Olympia) where

senior executives from companies which have themselves carried out detailed management development and marketing programmes will present their respective case histories.

One company, Intersect Training Services, which sells workshop packages to allow line managers to do their own training, claims that they have been tried in about 20 big companies around the country and "work like a charm." A group with common training needs is gathered, a leader appointed, and the workshop holds a series of four-hour discussions once a week, with homework in between.

In brief

The Road Transport ITB announced recently that its pilot scheme for training unemployed men as heavy goods vehicle drivers was "proving extremely successful, and that it intended to extend it to a further 1,000 unemployed. The number of drivers in the road haulage industry is 145,000, and by 1975 the estimated minimum requirement will be 160,000. "However, the present level of recruitment and training of HGV drivers due to the current recession in trade falls far short of the number required to meet future needs."

The Board believes that, with unemployment at the present level, it should train or re-train suitable men to meet the growing demand.

The Air Transport and Travel ITB has brought out a list of careers. Discussed are the jobs of pilots, cabin crew, engineers, and the commercial and administrative posts with airlines. There are careers with airports, in air traffic control, with travel agents and tour operators. The publication contains chapters on general opportunities for graduates and in computer services. The address of this ITB is Staines House, 155-163 High Street, Staines, Middlesex.

Finally, I learned the other day that Miss Rosamund Pownor, group training officer of United Biscuits, made history at Eton College recently when she was the first woman to be entertained in the magnificent College Hall where, since the time of Queen Elizabeth I, ladies have been harried from dining. Miss Pownor was there to lead a sixth-form discussion on industry. At 26, with a degree in sociology, a diploma in personnel management and one in general management studies, she has some years' experience as a plant manager in a well-working nights and shifts.

Growing fast

One organisation, the Industrial Society, which runs about 100 short "practical" courses a year, claims to have doubled its size in three years. "Under pressure from both management and unions to increase its services and its work in achieving more productive industrial relations, the Society has expanded rapidly and to become Britain's major advisory and training body in management," declares Mr. John Garnett, its director.

This, however, means "an acute accommodation problem," and £200,000 is needed. The Society will be getting Nos. 3 and 4 Carlton House Terrace, where the Department will find very economic rent on an 80-year lease "from the Crown Commissioners. But the interior has to be completely rebuilt. "The time to attend courses."

WHAT IS NOW no longer a secret, anyway, was spelled out the other day by Sir Basil Smallpiece in his capacity as chairman of the BIM Council. During the past year, he said, there had been a change in the management mar-

ket. "Continuing inflation has stressed the urgency of cost together in productive relationships. The shift is towards in-company, or do-it-yourself methods, and towards seminars with specific purposes. Some of the industrial training boards are themselves very active in this field."

The Furniture and Timber ITB, for instance, has just launched a six-month experiment in Wales and in the West Country, designed to tackle the problem of management training in small firms. "The experiment is based on the use of techniques which involve the employment of teaching machines," says the ITB. Management training is to be by machines to individual companies—thereby assisting managers "who want to keep up to date but who simply cannot spare the time to attend courses."

The Construction ITB, in turn, will run a conference on management in the construction industry (November 25 at Olympia) where

senior executives from companies which have themselves carried out detailed management development and marketing programmes will present their respective case histories.

One company, Intersect Training Services, which sells workshop packages to allow line managers to do their own training, claims that they have been tried in about 20 big companies around the country and "work like a charm." A group with common training needs is gathered, a leader appointed, and the workshop holds a series of four-hour discussions once a week, with homework in between.

In brief

The Road Transport ITB announced recently that its pilot scheme for training unemployed men as heavy goods vehicle drivers was "proving extremely successful, and that it intended to extend it to a further 1,000 unemployed. The number of drivers in the road haulage industry is 145,000, and by 1975 the estimated minimum requirement will be 160,000. "However, the present level of recruitment and training of HGV drivers due to the current recession in trade falls far short of the number required to meet future needs."

The Board believes that, with unemployment at the present level, it should train or re-train suitable men to meet the growing demand.

The Air Transport and Travel ITB has brought out a list of careers. Discussed are the jobs of pilots, cabin crew, engineers, and the commercial and administrative posts with airlines. There are careers with airports, in air traffic control, with travel agents and tour operators. The publication contains chapters on general opportunities for graduates and in computer services. The address of this ITB is Staines House, 155-163 High Street, Staines, Middlesex.

Finally, I learned the other day that Miss Rosamund Pownor, group training officer of United Biscuits, made history at Eton College recently when she was the first woman to be entertained in the magnificent College Hall where, since the time of Queen Elizabeth I, ladies have been harried from dining. Miss Pownor was there to lead a sixth-form discussion on industry. At 26, with a degree in sociology, a diploma in personnel management and one in general management studies, she has some years' experience as a plant manager in a well-working nights and shifts.

Growing fast

One organisation, the Industrial Society, which runs about 100 short "practical" courses a year, claims to have doubled its size in three years. "Under pressure from both management and unions to increase its services and its work in achieving more productive industrial relations, the Society has expanded rapidly and to become Britain's major advisory and training body in management," declares Mr. John Garnett, its director.

This, however, means "an acute accommodation problem," and £200,000 is needed. The Society will be getting Nos. 3 and 4 Carlton House Terrace, where the Department will find very economic rent on an 80-year lease "from the Crown Commissioners. But the interior has to be completely rebuilt. "The time to attend courses."

WHAT IS NOW no longer a secret, anyway, was spelled out the other day by Sir Basil Smallpiece in his capacity as chairman of the BIM Council. During the past year, he said, there had been a change in the management mar-

ket. "Continuing inflation has stressed the urgency of cost together in productive relationships. The shift is towards in-company, or do-it-yourself methods, and towards seminars with specific purposes. Some of the industrial training boards are themselves very active in this field."

The Furniture and Timber ITB, for instance, has just launched a six-month experiment in Wales and in the West Country, designed to tackle the problem of management training in small firms. "The experiment is based on the use of techniques which involve the employment of teaching machines," says the ITB. Management training is to be by machines to individual companies—thereby assisting managers "who want to keep up to date but who simply cannot spare the time to attend courses."

The Construction ITB, in turn, will run a conference on management in the construction industry (November 25 at Olympia) where

senior executives from companies which have themselves carried out detailed management development and marketing programmes will present their respective case histories.

One company, Intersect Training Services, which sells workshop packages to allow line managers to do their own training, claims that they have been tried in about 20 big companies around the country and "work like a charm." A group with common training needs is gathered, a leader appointed, and the workshop holds a series of four-hour discussions once a week, with homework in between.

In brief

The Road Transport ITB announced recently that its pilot scheme for training unemployed men as heavy goods vehicle drivers was "proving extremely successful, and that it intended to extend it to a further 1,000 unemployed. The number of drivers in the road haulage industry is 145,000, and by 1975 the estimated minimum requirement will be 160,000. "However, the present level of recruitment and training of HGV drivers due to the current recession in trade falls far short of the number required to meet future needs."

The Board believes that, with unemployment at the present level, it should train or re-train suitable men to meet the growing demand.

The Air Transport and Travel ITB has brought out a list of careers. Discussed are the jobs of pilots, cabin crew, engineers, and the commercial and administrative posts with airlines. There are careers with airports, in air traffic control, with travel agents and tour operators. The publication contains chapters on general opportunities for graduates and in computer services. The address of this ITB is Staines House, 155-163 High Street, Staines, Middlesex.

Finally, I learned the other day that Miss Rosamund Pownor, group training officer of United Biscuits, made history at Eton College recently when she was the first woman to be entertained in the magnificent College Hall where, since the time of Queen Elizabeth I, ladies have been harried from dining. Miss Pownor was there to lead a sixth-form discussion on industry. At 26, with a degree in sociology, a diploma in personnel management and one in general management studies, she has some years' experience as a plant manager in a well-working nights and shifts.

Growing fast

One organisation, the Industrial Society, which runs about 100 short "practical" courses a year, claims to have doubled its size in three years. "Under pressure from both management and unions to increase its services and its work in achieving more productive industrial relations, the Society has expanded rapidly and to become Britain's major advisory and training body in management," declares Mr. John Garnett, its director.

This, however, means "an acute accommodation problem," and £200,000 is needed. The Society will be getting Nos. 3 and 4 Carlton House Terrace, where the Department will find very economic rent on an 80-year lease "from the Crown Commissioners. But the interior has to be completely rebuilt. "The time to attend courses."

WHAT IS NOW no longer a secret, anyway, was spelled out the other day by Sir Basil Smallpiece in his capacity as chairman of the BIM Council. During the past year, he said, there had been a change in the management mar-

ket. "Continuing inflation has stressed the urgency of cost together in productive relationships. The shift is towards in-company, or do-it-yourself methods, and towards seminars with specific purposes. Some of the industrial training boards are themselves very active in this field."

The Furniture and Timber ITB, for instance, has just launched a six-month experiment in Wales and in the West Country, designed to tackle the problem of management training in small firms. "The experiment is based on the use of techniques which involve the employment of teaching machines," says the ITB. Management training is to be by machines to individual companies—thereby assisting managers "who want to keep up to date but who simply cannot spare the time to attend courses."

The Construction ITB, in turn, will run a conference on management in the construction industry (November 25 at Olympia) where

senior executives from companies which have themselves carried out detailed management development and marketing programmes will present their respective case histories.

One company, Intersect Training Services, which sells workshop packages to allow line managers to do their own training, claims that they have been tried in about 20 big companies around the country and "work like a charm." A group with common training needs is gathered, a leader appointed, and the workshop holds a series of four-hour discussions once a week, with homework in between.

In brief

The Road Transport ITB announced recently that its pilot scheme for training unemployed men as heavy goods vehicle drivers was "proving extremely successful, and that it intended to extend it to a further 1,000 unemployed. The number of drivers in the road haulage industry is 145,000, and by 1975 the estimated minimum requirement will be 160,000. "However, the present level of recruitment and training of HGV drivers due to the current recession in trade falls far short of the number required to meet future needs."

The Board believes that, with unemployment at the present level, it should train or re-train suitable men to meet the growing demand.

The Air Transport and Travel ITB has brought out a list of careers. Discussed are the jobs of pilots, cabin crew, engineers, and the commercial and administrative posts with airlines. There are careers with airports, in air traffic control, with travel agents and tour operators. The publication contains chapters on general opportunities for graduates and in computer services. The address of this ITB is Staines House, 155-163 High Street, Staines, Middlesex.

Finally, I learned the other day that Miss Rosamund Pownor, group training officer of United Biscuits, made history at Eton College recently when she was the first woman to be entertained in the magnificent College Hall where, since the time of Queen Elizabeth I, ladies have been harried from dining. Miss Pownor was there to lead a sixth-form discussion on industry. At 26, with a degree in sociology, a diploma in personnel management and one in general management studies, she has some years' experience as a plant manager in a well-working nights and shifts.

Growing fast

One organisation, the Industrial Society, which runs about 100 short "practical" courses a year, claims to have doubled its size in three years. "Under pressure from both management and unions to increase its services and its work in achieving more productive industrial relations, the Society has expanded rapidly and to become Britain's major advisory and training body in management," declares Mr. John Garnett, its director.

This, however, means "an acute accommodation problem," and £200,000 is needed. The Society will be getting Nos. 3 and 4 Carlton House Terrace, where the Department will find very economic rent on an 80-year lease "from the Crown Commissioners. But the interior has to be completely rebuilt. "The time to attend courses."

WHAT IS NOW no longer a secret, anyway, was spelled out the other day by Sir Basil Smallpiece in his capacity as chairman of the BIM Council. During the past year, he said, there had been a change in the management mar-

ket. "Continuing inflation has stressed the urgency of cost together in productive relationships. The shift is towards in-company, or do-it-yourself methods, and towards seminars with specific purposes. Some of the industrial training boards are themselves very active in this field."

The Furniture and Timber ITB, for instance, has just launched a six-month experiment in Wales and in the West Country, designed to tackle the problem of management training in small firms. "The experiment is based on the use of techniques which involve the employment of teaching machines," says the ITB. Management training is to be by machines to individual companies—thereby assisting managers "who want to keep up to date but who simply cannot spare the time to attend courses."

The Construction ITB, in turn, will run a conference on management in the construction industry (November 25 at Olympia) where

senior executives from companies which have themselves carried out detailed management development and marketing programmes will present their respective case histories.

One company, Intersect Training Services, which sells workshop packages to allow line managers to do their own training, claims that they have been tried in about 20 big companies around the country and "work like a charm." A group with common training needs is gathered, a leader appointed, and the workshop holds a series of four-hour discussions once a week, with homework in between.

In brief

The Road Transport ITB announced recently that its pilot scheme for training unemployed men as heavy goods vehicle drivers was "proving extremely successful, and that it intended to extend it to a further 1,000 unemployed. The number of drivers in the road haulage industry is 145,000, and by 1975 the estimated minimum requirement will be 160,000. "However, the present level of recruitment and training of HGV drivers due to the current recession in trade falls far short of the number required to meet future needs."

The Board believes that, with unemployment at the present level, it should train or re-train suitable men to meet the growing demand.

The Air Transport and Travel ITB has brought out a list of careers. Discussed are the jobs of pilots, cabin crew, engineers, and the commercial and administrative posts with airlines. There are careers with airports, in air traffic control, with travel agents and tour operators. The publication contains chapters on general opportunities for graduates and in computer services. The address of this ITB is Staines House, 155-163 High Street, Staines, Middlesex.

Finally, I learned the other day that Miss Rosamund Pownor, group training officer of United Biscuits, made history at Eton College recently when she was the first woman to be entertained in the magnificent College Hall where, since the time of Queen Elizabeth I, ladies have been harried from dining. Miss Pownor was there to lead a sixth-form discussion on industry. At 26, with a degree in sociology, a diploma in personnel management and one in general management studies, she has some years' experience as a plant manager in a well-working nights and shifts.

Growing fast

One organisation, the Industrial Society, which runs about 100 short "practical" courses a year, claims to have doubled its size in three years. "Under pressure from both management and unions to increase its services and its work in achieving more productive industrial relations, the Society has expanded rapidly and to become Britain's major advisory and training body in management," declares Mr. John Garnett, its director.

This, however, means "an acute accommodation problem," and £200,000 is needed. The Society will be getting Nos. 3 and 4 Carlton House Terrace, where the Department will find very economic rent on an 80-year lease "from the Crown Commissioners. But the interior has to be completely rebuilt. "The time to attend courses."

WHAT IS NOW no longer a secret, anyway, was spelled out the other day by Sir Basil Smallpiece in his capacity as chairman of the BIM Council. During the past year, he said, there had been a change in the management mar-

ket. "Continuing inflation has stressed the urgency of cost together in productive relationships. The shift is towards in-company, or do-it-yourself methods, and towards seminars with specific purposes. Some of the industrial training boards are themselves very active in this field."

The Furniture and Timber ITB, for instance, has just launched a six-month experiment in Wales and in the West Country, designed to tackle the problem of management training in small firms. "The experiment is based on the use of techniques which involve the employment of teaching machines," says the ITB. Management training is to be by machines to individual companies—thereby assisting managers "who want to keep up to date but who simply cannot spare the time to attend courses."

The Construction ITB, in turn, will run a conference on management in the construction industry (November 25 at Olympia) where

senior executives from companies which have themselves carried out detailed management development and marketing programmes will present their respective case histories.

One company, Intersect Training Services, which sells workshop packages to allow line managers to do their own training, claims that they have been tried in about 20 big companies around the country and "work like a charm." A group with common training needs is gathered, a leader appointed, and the workshop holds a series of four-hour discussions once a week, with homework in between.

In brief

The Road Transport ITB announced recently that its pilot scheme for training unemployed men as heavy goods vehicle drivers was "proving extremely successful, and that it intended to extend it to a further 1,000 unemployed. The number of drivers in the road haulage industry is 145,000, and by 1975 the estimated minimum requirement will be 160,000. "However, the present level of recruitment and training of HGV drivers due to the current recession in trade falls far short of the number required to meet future needs."

The Board believes that, with unemployment at the present level, it should train or re-train suitable men to meet the growing demand.

The Air Transport and Travel ITB has brought out a list of careers. Discussed are the jobs of pilots, cabin crew, engineers, and the commercial and administrative posts with airlines. There are careers with airports, in air traffic control, with travel agents and tour operators. The publication contains chapters on general opportunities for graduates and in computer services. The address of this ITB is Staines House, 155-163 High Street, Staines, Middlesex.

Finally, I learned the other day that Miss Rosamund Pownor, group training officer of United Biscuits, made history at Eton College recently when she was the first woman to be entertained in the magnificent College Hall where, since the time of Queen Elizabeth I, ladies have been harried from dining. Miss Pownor was there to lead a sixth-form discussion on industry. At 26, with a degree in sociology, a diploma in personnel management and one in general management studies, she has some years' experience as a plant manager in a well-working nights and shifts.

Growing fast

One organisation, the Industrial Society, which runs about 100 short "practical" courses a year, claims to have doubled its size in three years. "Under pressure from both management and unions to increase its services and its work in achieving more productive industrial relations, the Society has expanded rapidly and to become Britain's major advisory and training body in management," declares Mr. John Garnett, its director.

This, however, means "an acute accommodation problem," and £200,000 is needed. The Society will be getting Nos. 3 and 4 Carlton House Terrace, where the Department will find very economic rent on an 80-year lease "from the Crown Commissioners. But the interior has to be completely rebuilt. "The time to attend courses."

WHAT IS NOW no longer a secret, anyway, was spelled out the other day by Sir Basil Smallpiece in his capacity as chairman of the BIM Council. During the past year, he said, there had been a change in the management mar-

ket. "Continuing inflation has stressed the urgency of cost together in productive relationships. The shift is towards in-company, or do-it-yourself methods, and towards seminars with specific purposes. Some of the industrial training boards are themselves very active in this field."

The Furniture and Timber ITB, for instance, has just launched a six-month experiment in Wales and in the West Country, designed to tackle the problem of management training in small firms. "The experiment is based on the use of techniques which involve the employment of teaching machines," says the ITB. Management training is to be by machines to individual companies—thereby assisting managers "who want to keep up to date but who simply cannot spare the time to attend courses."

The Construction ITB, in turn, will run a conference on management in the construction industry (November 25 at Olympia) where

senior executives from companies which have themselves carried out detailed management development and marketing programmes will present their respective case histories.

One company, Intersect Training Services, which sells workshop packages to allow line managers to do their own training, claims that they have been tried in about 20 big companies around the country and "work like a charm." A group with common training needs is gathered, a leader appointed, and the workshop holds a series of four-hour discussions once a week, with homework in between.

In brief

The Road Transport ITB announced recently that its pilot scheme for training unemployed men as heavy goods vehicle drivers was "proving extremely successful, and that it intended to extend it to a further 1,000 unemployed. The number of drivers in the road haulage industry is 145,000, and by 1975 the estimated minimum requirement will be 160,000. "However, the present level of recruitment and training of HGV drivers due to the current recession in trade falls far short of the number required to meet future needs."

The Board believes that, with unemployment at the present level, it should train or re-train suitable men to meet the growing demand.

The Air Transport and Travel ITB has brought out a list of careers. Discussed are the jobs of pilots, cabin crew, engineers, and the commercial and administrative posts with airlines. There are careers with airports, in air traffic control, with travel agents and tour operators. The publication contains chapters on general opportunities for graduates and in computer services. The address of this ITB is Staines House, 155-163 High Street, Staines, Middlesex.



# APPOINTMENTS

## Manager

### Accounting/Securities Administration

An important Executive appointment in a Major International Financial Institution

c. £4,000 p.a.

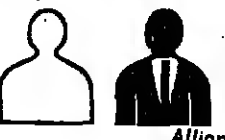
Our Client is a major, West End-based organisation, providing a full range of Financial services. 1971/72 development and expansion plans now demand the appointment of a Senior Executive to assume control of the Company's Securities and Accounting Administration.

The ideal Candidate will be aged 35-45 years and must have accumulated wide practical experience of both Accounting and Securities operational procedures, probably within the framework of a Merchant Bank, Stockbroker or Trust Company. He will have a strong Accounting aptitude, and a relevant qualification (AIB, ACIS, ACCA) is to be regarded as essential.

Of paramount importance, however, are maturity and genuine Managerial and Administrative ability as the appointed Candidate will be responsible for the efficient operation of the Company's largest Department with a staff of over 30.

Career prospects for the right man are excellent, and fringe benefits including Pension Scheme, Life Assurance, Assisted House Purchase—are well above average.

For an immediate appointment to discuss this position in further detail—and in the strictest confidence—telephone J. E. Chiverton, A.I.B. (Associate Director) 01-405-3499.



"We know the profession from within"

**BANKING DIVISION**  
**Lloyd Executive Selection Ltd**

Alliance House, 29/30 High Holborn, London, WC1V 6AZ

## Hasler

Hasler is Switzerland's largest manufacturer of telecommunications equipment. Our U.K. subsidiary is a rapidly growing organisation.

We require a highly qualified.

### MANAGING DIRECTOR

Position: The appointee will be responsible for the management and development of our business in telecommunications, automation, business machines and software production.

Qualifications: We are looking for a man with a university degree in telecommunications and practical knowledge in industrial management and some familiarity with software development. He should have a minimum of 15 years experience with at least 5 years in marketing and management of a medium size British firm. Knowledge of German or French language would be an advantage.

Age 36-45.

Conditions: Attractive salary and bonus.

Location: Croydon.

Your application will be treated in absolute confidence.

For application forms please contact the Board of Directors of

HASLER (Great Britain) LTD.

Hasler Works, Commerce Way,

Croydon, CR9 4XA. Tel. 01-486 0901

### EXPERIENCED STOCK EXCHANGE CLERKS

We have excellent openings for

Call in confidence.

SE. CLERKS' PROVIDENT FUND

14, Austin Friars, E.C.2.

Tel. 01-588 3015.

## Credit Analysts

Opportunity in Major City Merchant Bank  
c£2250 p.a.

As a result of continuing growth in one of the City's leading houses, the opportunity has arisen for two bankers to join a young management team responsible for the analysis and regulation of large scale short/medium-term loan propositions in Sterling and Eurocurrencies.

The ideal candidates will be in the age range 23-28 years, with at least Part 1 of the Institute of Bankers' Examinations, and will already have acquired experience of credit assessment from within an American, International or Merchant Bank or, alternatively, the Advanced Department of a Clearing Bank.

These two situations offer truly worthwhile career prospects, and the chance to develop one's leading expertise within a friendly yet challenging and competitive environment.

Fringe benefits include: Subsidised House Mortgage + Non-Contributory Pension + Medical Scheme.

For immediate appointment please phone G. R. Mountford on 485 3499



"We know the profession from within"

**BANKING DIVISION**  
**Lloyd Executive Selection Ltd**

Alliance House, 29/30 High Holborn, London, WC1V 6AZ

## Dealing Room—American Bank

Good prospects for right man to fill two new posts in small but growing Dealing Department.

1. FOREIGN EXCHANGE DEALER—must have had at least two years' active experience of Spot Exchange dealing; preferred age about 25.

2. COMPUTER PROGRAMMER—to supervise and expand existing Call 360 Operation. Familiarity with basic would be helpful.

Please write Box A.2270, Financial Times, 10, Cannon Street, EC4P 4BY

### LIFE ASSURANCE AND INVESTMENT CONSULTANTS

required by leading brokers. Applicants must have 10 years' experience in life assurance, preferably with a leading broker. Canadian-trained life underwriters particularly suitable. These are awarded appointments and all leads are provided by the company. High rewards for first three years. Tel. 01-225 8000.

### PROVINCIAL STOCKBROKERS

Expanding firm of provincial stockbrokers requires two experienced men to work in their head office, office managers, and one to work in their branch office. These are awarded appointments and all leads are provided by the company. High rewards for first three years. Tel. 01-225 8000.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

By Order of the Board, C. C. COTTELL, Secretary, 107 Cheapside, London, EC2V 6DL

6th October, 1971.

## MANAGEMENT EDUCATION

# Call for more cash—but little change

BY MICHAEL DIXON, EDUCATION CORRESPONDENT

THERE was once a touching belief that the United Kingdom's management problems—and subsequently our economic problems—could be overcome by providing more management education.

More has been provided, as the report presented yesterday to the National Economic Development Council shows full well. A decade ago, management education scarcely existed in this country. Now we apparently have around 2,800 students on full-time postgraduate courses, more than 5,000 on undergraduate courses, and about another 340,000 people annually attending a shorter business course of one sort or another.

As student numbers have increased, however, the former belief has declined. People who lately were enthusiasts for more course activity, to-day admit that management education itself has management problems. The most noticeable symptom of these is that the activities of the educators are not generally being turned into improved management in practice.

Yesterday's report drawn up by the NEDO Management Education, Training and Development Committee does not discuss industry's fierce criticism of postgraduate courses as disclosed by the recent Oweo Report. Nor does it discuss the far less fierce but still critical report published by the Business Graduates' Association. Nor indeed does the NEDO committee discuss the notorious gap between the suppliers and the consumers of management education.

This is a symptom of a clash of interests. The aims of the consumer-organisations are practical. The aims of the suppliers in State-funded institutions—the immediate beneficiaries of the committee's call for more money—are academic.

Far from ending this conflict of aims, the NEDO proposals might well worsen it. In its proposals for greater investment, for example, the report puts great emphasis on the most academic courses—the postgraduate programmes of which the industrial managers interviewed by the Owen Tribunal were most severely criticised.

And while these are ascribed partly to unworthy motives such as fear of change, the NEDO report recognises that "people in the industry are now looking at the practice of management education rather than at its aims and ideals."

The committee considers healthy and sensible. Nevertheless, the NEDO report argues that companies' natural reluctance amid economic difficulties to invest in "activities whose main benefits may be long term and difficult to measure" should not be allowed to jeopardise the long term strategy of investment in management education.

The committee's broad conclusion is that the country must have faith that continued investment will eventually pay high dividends. The implication is apparently that the notorious gap which has developed as investment has increased in the existing structure of management education, will somehow disappear as still more money is poured in.

"There is a need," the report declares, "to continue the expansion of resources for management education for the foreseeable future. In particular this requires:

(i) a continuing investment through the University Grants Committee, the development of the university business schools and management departments;

(ii) the encouragement of local education authorities and particularly those responsible for the regional development of management education to continue building up resources within the further education system;

(iii) the formation, within the Social Science Research Council, of a Management Studies Board, possibly leading eventually to the formation of a Management Research Council.

The Board should have adequate funds, staff and other resources, to undertake a wider role in connection with the development of postgraduate and research in the management field."

(iv) the provision for postgraduate management students of a sufficient number and level of student grants, particularly for students who have had significant experience in employment;

"It is a pity that the august National Economic Development Council did not touch on such basic questions during its meeting yesterday. (I gather that the Oweo Report was mentioned, but even if it was not discussed, it is a pity too, that the NEDO committee's report which sets out a strategy for management education, should propose so little to alter the ineffective status quo."

What this document says, declared Sir Frank Figueres, the chairman of the NEDO committee, "is that we should go on doing what we have been doing but a bit better." He would have been more accurate to say "but a bit bigger."

The Practice of Corporate Planning, October 14. Aims to provide an introduction to corporate planning through the experience of major companies. Designed for middle managers with an eye for practicality, and will include discussion and session on the main obstacles to introducing planning. Details: S. C. Mathewson, Department of Management Science, Imperial College of Science and Technology, Exhibition Road, London, SW7 2BX.

Document Reading, October 14, Unicorn Hotel, Bristol. Sets out to give a resume of the different systems available to get information processed into a computer. Includes a display of documents from several organisations. Details: The National Computing Centre, 6th Floor, Royal Exchange Building, 41 Corn Street, Bristol, BS1 1HG.

Family Problems of the Smaller (Tax) Company, October 20, at the Piccadilly Hotel, London. Examines the recent changes in the tax law relating to close companies, and the reform of personal direct taxation. Details: Management Studies Centre, 14 Queen Victoria Street, London EC4N 4SY. Also from improving management style. Smaller Company, at Hotel de la Tour, St. Helier, Jersey, October 20-November 1. Aimed at helping directors and senior managers in small companies sit the new legislation. Details: back and examine their future policy.

Industrial Relations, October 20-22, at the Savoy Hotel, London. Leaders of industry and trade unions, senior members of Government, civil servants and academic authorities will examine the implications of the Industrial Relations Act. They will aim to keep discussion down-to-earth, while covering the new code of practice, effects of protection and regulation of trade union activities, unfair labour practices, and the functions of the ITA and the VIRC. Details: Financial Times Conference Department, 388 The Strand, London WC2R 0LT.

IPM - National Conference, October 21-23 at Harrogate, The IPM's 25th national conference, expected to attract 1,400 delegates, some men. Subjects include: Management style, Smaller Company, at Hotel de la Tour, St. Helier, Jersey, October 20-November 1. Aimed at helping directors and senior managers in small companies sit the new legislation. Details: back and examine their future policy.

Loans, October 21-23 at Harrogate, The IPM's 25th national conference, expected to attract 1,400 delegates, some men. Subjects include: Management style, Smaller Company, at Hotel de la Tour, St. Helier, Jersey, October 20-November 1. Aimed at helping directors and senior managers in small companies sit the new legislation. Details: back and examine their future policy.

Loans, October 21-23 at Harrogate, The IPM's 25th national conference, expected to attract 1,400 delegates, some men. Subjects include: Management style, Smaller Company, at Hotel de la Tour, St. Helier, Jersey, October 20-November 1. Aimed at helping directors and senior managers in small companies sit the new legislation. Details: back and examine their future policy.

Loans, October 21-23 at Harrogate, The IPM's 25th national conference, expected to attract 1,400 delegates, some men. Subjects include: Management style, Smaller Company, at Hotel de la Tour, St. Helier, Jersey, October 20-November 1. Aimed at helping directors and senior managers in small companies sit the new legislation. Details: back and examine their future policy.

Loans, October 21-23 at Harrogate, The IPM's 25th national conference, expected to attract 1,400 delegates, some men. Subjects include: Management style, Smaller Company, at Hotel de la Tour, St. Helier, Jersey, October 20-November 1. Aimed at helping directors and senior managers in small companies sit the new legislation. Details: back and examine their future policy.

Loans, October 21-23 at Harrogate, The IPM's 25th national conference, expected to attract 1,400 delegates, some men. Subjects include: Management style, Smaller Company, at Hotel de la Tour, St. Helier, Jersey, October 20-November 1. Aimed at helping directors and senior managers in small companies sit the new legislation. Details: back and examine their future policy.

Loans, October 21-23 at Harrogate, The IPM's 25th national conference, expected to attract 1,400 delegates, some men. Subjects include: Management style, Smaller Company, at Hotel de la Tour, St. Helier, Jersey, October 20-November 1. Aimed at helping directors and senior managers in small companies sit the new legislation. Details: back and examine their future policy.

Loans, October 21-23 at Harrogate, The IPM's 25th national conference, expected to attract 1,400 delegates, some men. Subjects include: Management style, Smaller Company, at Hotel de la Tour, St. Helier, Jersey, October 20-November 1. Aimed at helping directors and senior managers in small companies sit the new legislation. Details: back and examine their future policy.

Loans, October 21-23 at Harrogate, The IPM's 25th national conference, expected to attract 1,400 delegates, some men. Subjects include: Management style, Smaller Company, at Hotel de la Tour, St. Helier, Jersey, October 20-November 1. Aimed at helping directors and senior managers in small companies sit the new legislation. Details: back and examine their future policy.

Loans, October 21-23 at Harrogate, The IPM's 25th national conference, expected to attract 1,400 delegates, some men. Subjects include: Management style, Smaller Company, at Hotel de la Tour, St. Helier, Jersey, October 20-November 1. Aimed at helping directors and senior managers in small companies sit the new legislation. Details: back and examine their future policy.

## FINANCIAL & COMMERCIAL DIRECTOR

FOR MULTIPLE SPECIALIST RETAIL GROUP

Combined English Stores, fast expanding go-ahead Company, in preparation for the next major phase of growth, offers an outstanding opportunity for a Financial/Commercial Director, to work directly with the Chairman and who will have responsibility for the further acceleration of profits and development of the existing Group of over 270 shops and stores.

He will be required not only to initiate and evaluate either the acquisition or the disposal of investments, review spending proposals, but also to advise and improve existing procedures on reports required from the five major specialist retail divisions.

Applicants must have very strong retail backgrounds, considerable commercial ability, vigorous drive and flair. Experience in a merchant banking concern as a senior executive would be a great asset.

The likely age group is 30/40 and an initial salary of at least £10,000 (depending upon experience and ability) plus company car, pension and share incentive scheme is offered. The position is based at the London headquarters.

Write in complete confidence to

MURRAY GORDON, CHAIRMAN  
COMBINED ENGLISH STORES GROUP LTD.  
148/162 Kilburn High Road, London NW6 4JD

## Operations Manager

Lt. Engineering

This is a new senior management appointment in the major subsidiary of a well known British engineering group. Group profits are over £1m. The company develops and manufactures a wide range of engineering components to a broad cross-section of industrial users.

Reporting to the Managing Director, the Operations Manager will take line management responsibility for the modernisation and further development of several central company activities, the most important being Data Processing (third generation), Inventory Control, new merchandising activities, and Distribution. He will improve the technical content of management reporting within the

company and, as a member of the senior management team, will be expected to contribute to corporate developments.

Candidates must have had several years' responsible line management experience either in marketing, production or commercial appointments. They must be graduates or professionally qualified. Well versed in modern systems of disciplined control, they must be familiar with S.P.A. and O. & M. as users. A background in light manufacturing industry is essential. A period as a management consultant in one of the major firms would be useful. Age 35-45. Starting salary £4,500-£5,000 with car, excellent pension scheme and other benefits.

Please send brief relevant details in confidence to H.C. Holmes, Managing Director, Bull, Edington & Partners (Management Selection) Limited, 25/27 Oxford Street, London W1R 2RF, quoting reference 370.

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington

Bull Edington



## ...Executive's World

EDITED BY  
DAVID PALMER

ROCKWARE GLASS

## Parker pulls out the stops

BY PAMELA READHEAD

"I DECIDED a long time ago that I never wanted to do a job I wasn't interested in," says Peter Parker, 48, who last year was paid £15,000 plus jobs last year and is now in the process of pulling Rockware, the glass container company, out of a profits slump. The interim figures released last week show a pre-tax profit leap from £224,000 to £652,000 over the same period last year.

Parker is a round man with a toothy grin. His public image is that of a wise-cracking whimsical. He is eminently quotable. But until 1970 he had been best known as the man who had lost better jobs than the ones he had actually done.

He was in line for British Rail, but it fell through after a row about the salary that went with the top job. Then he was nominated chairman designate of the National Ports Authority—that went by the board when the Tories got back at the election. He once stood as Labour candidate at Bedford and before losing the Ports job was chairman of the SIM. That was another job that evaporated with the change of government.

This time last year, then, Parker was what he called "the equivalent to a statesman person."

He had resigned from most of his directorships to take on Ports which had occupied him fully for seven months. To-day he is still frustrated because after access to a wealth of privileged information he has strong feelings on ports which he cannot use or even express.

## Time to take stock

"It was time," says Parker, "to take stock." Time to decide whether Parker should go "singular or plural." He often talks about himself as if he were a character in a play. In the end plural Parker won. He decided to spread himself over a range of interests: The Big Task (Rockware); engineering (director of Reynolds U.K.); the City (chairman of Landel Insurance Holdings and director of Industrial Finance and Investment); and ports (chairman of the Victoria Deep Water Terminal at Blackwall). Otherwise he is a member of the Board of the British Tourist Authority, chairman of the Clothing Economic Development Council and a founder member of the Foundation for Management Education.

But Rockware takes up most of the Parker week. He was made vice-chairman last October and took over the chair in March on the retirement of Ian Bailey, People, still talk of the Baileys of Greenford, the Forsters of Liverpool and the Jacksons of Yorkshire. But they are all at Greenford. He closed the Rockware office as soon as he became chairman. Recently he and the managing director, Jim Craigie, also visited each of the six Rockware factories and presented the company facts of life to everyone who works for him, from the Boardrooms to the shop floor.

The bald facts he had to put across were that Rockware had gone wrong. Between 1965 and 1970 turnover grew from £7m. to £20m., mostly by acquisition. In the same period profits only rose from £669,000 to £1.7m. Worse, in the past two years, performance has not reached target. In 1970 pre-tax profits dropped by £100,000. Return on capital was 8.6 per cent., compared to 24



Peter Parker: "Blossom by blossom cometh the Spring"

per cent. for Beatson Clark of Rotherham, which has a £5m. turnover.

It was a bad case of corporate indigestion. The Rockware Board knew this. But they also knew that someone outside the incestuous world of glass had to perform the cure.

Parker admits he was ignorant about glass. But he does reckon he can spot someone in the wrong job and "plug him in the right one." We are only just beginning," he says. "Blossom by blossom, cometh the Spring."

In Rockware they talk about "doing a Peter Parker." By this they mean he can shuffle jobs in a way that would not have been swallowed coming from the existing management. "A lot of the men have known the Baileys since they were in short trousers," said one of the directors.

The glass container industry has been family-dominated for the past 150 years. But in many cases the families which were its strength in the last century have become its weakness. This is because families which worked well as competitors do not easily adapt to becoming allies. People, still talk of the Baileys of Greenford, the Forsters of Liverpool and the Jacksons of Yorkshire. But they are all at Greenford. He closed the Rockware office as soon as he became chairman. Recently he and the managing director, Jim Craigie, also visited each of the six Rockware factories and presented the company facts of life to everyone who works for him, from the Boardrooms to the shop floor.

The bald facts he had to put across were that Rockware had gone wrong. Between 1965 and 1970 turnover grew from £7m. to £20m., mostly by acquisition. In the same period profits only rose from £669,000 to £1.7m. Worse, in the past two years, performance has not reached target. In 1970 pre-tax profits dropped by £100,000. Return on capital was 8.6 per cent., compared to 24

per cent. for Beatson Clark of Rotherham, which has a £5m. turnover. It was a bad case of corporate indigestion. The Rockware Board knew this. But they also knew that someone outside the incestuous world of glass had to perform the cure.

Parker admits he was ignorant about glass. But he does reckon he can spot someone in the wrong job and "plug him in the right one." We are only just beginning," he says. "Blossom by blossom, cometh the Spring."

In Rockware they talk about "doing a Peter Parker." By this they mean he can shuffle jobs in a way that would not have been swallowed coming from the existing management. "A lot of the men have known the Baileys since they were in short trousers," said one of the directors.

The glass container industry has been family-dominated for the past 150 years. But in many cases the families which were its strength in the last century have become its weakness. This is because families which worked well as competitors do not easily adapt to becoming allies. People, still talk of the Baileys of Greenford, the Forsters of Liverpool and the Jacksons of Yorkshire. But they are all at Greenford. He closed the Rockware office as soon as he became chairman. Recently he and the managing director, Jim Craigie, also visited each of the six Rockware factories and presented the company facts of life to everyone who works for him, from the Boardrooms to the shop floor.

The bald facts he had to put across were that Rockware had gone wrong. Between 1965 and 1970 turnover grew from £7m. to £20m., mostly by acquisition. In the same period profits only rose from £669,000 to £1.7m. Worse, in the past two years, performance has not reached target. In 1970 pre-tax profits dropped by £100,000. Return on capital was 8.6 per cent., compared to 24

per cent. for Beatson Clark of Rotherham, which has a £5m. turnover. It was a bad case of corporate indigestion. The Rockware Board knew this. But they also knew that someone outside the incestuous world of glass had to perform the cure.

Parker admits he was ignorant about glass. But he does reckon he can spot someone in the wrong job and "plug him in the right one." We are only just beginning," he says. "Blossom by blossom, cometh the Spring."

In Rockware they talk about "doing a Peter Parker." By this they mean he can shuffle jobs in a way that would not have been swallowed coming from the existing management. "A lot of the men have known the Baileys since they were in short trousers," said one of the directors.

The glass container industry has been family-dominated for the past 150 years. But in many cases the families which were its strength in the last century have become its weakness. This is because families which worked well as competitors do not easily adapt to becoming allies. People, still talk of the Baileys of Greenford, the Forsters of Liverpool and the Jacksons of Yorkshire. But they are all at Greenford. He closed the Rockware office as soon as he became chairman. Recently he and the managing director, Jim Craigie, also visited each of the six Rockware factories and presented the company facts of life to everyone who works for him, from the Boardrooms to the shop floor.

The bald facts he had to put across were that Rockware had gone wrong. Between 1965 and 1970 turnover grew from £7m. to £20m., mostly by acquisition. In the same period profits only rose from £669,000 to £1.7m. Worse, in the past two years, performance has not reached target. In 1970 pre-tax profits dropped by £100,000. Return on capital was 8.6 per cent., compared to 24

per cent. for Beatson Clark of Rotherham, which has a £5m. turnover. It was a bad case of corporate indigestion. The Rockware Board knew this. But they also knew that someone outside the incestuous world of glass had to perform the cure.

Parker admits he was ignorant about glass. But he does reckon he can spot someone in the wrong job and "plug him in the right one." We are only just beginning," he says. "Blossom by blossom, cometh the Spring."

In Rockware they talk about "doing a Peter Parker." By this they mean he can shuffle jobs in a way that would not have been swallowed coming from the existing management. "A lot of the men have known the Baileys since they were in short trousers," said one of the directors.

nitty gritty man who likes to know every nut and bolt in a factory. As operations director at Greenford he is much happier. This is what Parker would call "plugging him into the right hole."

Under the new structure each factor has an operations director responsible direct to Jim Craigie. They form an operations committee which meets regularly to deal with day to day problems. "This has been a great aid to efficiency," says Parker.

The muffled layer of management between production and decisions has been removed (Parker calls the old system "mille feuilles" management). Instead, areas like personnel, marketing, financial control and technical development are responsible to David Bailey, assistant managing director. He says that since Parker joined Rockware Board meetings have become more useful. "We used to report what everyone had been doing. Now we say let's forget last month's failures, what are our biggest problems?"

The new structure emerged after a series of meetings between the Parker inspired war party and "bunting party." These groups were made up of key Rockware executives. They met informally and thrashed out a few objectives—one that they are working to now is a 15 per cent return on capital invested within five years.

But the real purpose of the meetings was to shuffle the organisation so that people got the jobs they did best. It is significant that there has been no Parker purge in Rockware. Neither has there been an influx of bright young men. Parker believes that the existing management has the ability to pull itself up by its bootstraps. The only technique he has introduced is "open management," a Parkerism for straight talk, but not too rudely.

Craigie, who joined Rockware when it took over his own plastics company, was also responsible for all non-glass activities, now the executive responsibility of Adrian Bailey.

As a system the old structure is not unlike stereotypes which have worked well in other companies. But it did not suit the people of Rockware. "To decentralise effectively you have to be efficiently centralised," says Parker. Managers in the factories found the structure cumbersome. It took ages to get things done. Others, such as Ian Young, who was production director, found it impossible to keep up with what was happening in all the factories. He is a

Centralisation did not work because a widening gap developed between the source of production and the decision makers. Each factory, spread between Yorkshire, Scotland, Greenford and Lancashire, was run by a regional director who reported to a Board of divisional directors who looked after centralised production, finance, marketing and so on. They in turn reported to the managing director, Jim Craigie.

Craigie, who joined Rockware when it took over his own plastics company, was also responsible for all non-glass activities, now the executive responsibility of Adrian Bailey.

As a system the old structure is not unlike stereotypes which have worked well in other companies. But it did not suit the people of Rockware. "To decentralise effectively you have to be efficiently centralised," says Parker. Managers in the factories found the structure cumbersome. It took ages to get things done. Others, such as Ian Young, who was production director, found it impossible to keep up with what was happening in all the factories. He is a

Centralisation did not work because a widening gap developed between the source of production and the decision makers. Each factory, spread between Yorkshire, Scotland, Greenford and Lancashire, was run by a regional director who reported to a Board of divisional directors who looked after centralised production, finance, marketing and so on. They in turn reported to the managing director, Jim Craigie.

Craigie, who joined Rockware when it took over his own plastics company, was also responsible for all non-glass activities, now the executive responsibility of Adrian Bailey.

As a system the old structure is not unlike stereotypes which have worked well in other companies. But it did not suit the people of Rockware. "To decentralise effectively you have to be efficiently centralised," says Parker. Managers in the factories found the structure cumbersome. It took ages to get things done. Others, such as Ian Young, who was production director, found it impossible to keep up with what was happening in all the factories. He is a

Centralisation did not work because a widening gap developed between the source of production and the decision makers. Each factory, spread between Yorkshire, Scotland, Greenford and Lancashire, was run by a regional director who reported to a Board of divisional directors who looked after centralised production, finance, marketing and so on. They in turn reported to the managing director, Jim Craigie.

Craigie, who joined Rockware when it took over his own plastics company, was also responsible for all non-glass activities, now the executive responsibility of Adrian Bailey.

As a system the old structure is not unlike stereotypes which have worked well in other companies. But it did not suit the people of Rockware. "To decentralise effectively you have to be efficiently centralised," says Parker. Managers in the factories found the structure cumbersome. It took ages to get things done. Others, such as Ian Young, who was production director, found it impossible to keep up with what was happening in all the factories. He is a

Centralisation did not work because a widening gap developed between the source of production and the decision makers. Each factory, spread between Yorkshire, Scotland, Greenford and Lancashire, was run by a regional director who reported to a Board of divisional directors who looked after centralised production, finance, marketing and so on. They in turn reported to the managing director, Jim Craigie.

Craigie, who joined Rockware when it took over his own plastics company, was also responsible for all non-glass activities, now the executive responsibility of Adrian Bailey.

As a system the old structure is not unlike stereotypes which have worked well in other companies. But it did not suit the people of Rockware. "To decentralise effectively you have to be efficiently centralised," says Parker. Managers in the factories found the structure cumbersome. It took ages to get things done. Others, such as Ian Young, who was production director, found it impossible to keep up with what was happening in all the factories. He is a

Centralisation did not work because a widening gap developed between the source of production and the decision makers. Each factory, spread between Yorkshire, Scotland, Greenford and Lancashire, was run by a regional director who reported to a Board of divisional directors who looked after centralised production, finance, marketing and so on. They in turn reported to the managing director, Jim Craigie.

Craigie, who joined Rockware when it took over his own plastics company, was also responsible for all non-glass activities, now the executive responsibility of Adrian Bailey.

As a system the old structure is not unlike stereotypes which have worked well in other companies. But it did not suit the people of Rockware. "To decentralise effectively you have to be efficiently centralised," says Parker. Managers in the factories found the structure cumbersome. It took ages to get things done. Others, such as Ian Young, who was production director, found it impossible to keep up with what was happening in all the factories. He is a

Centralisation did not work because a widening gap developed between the source of production and the decision makers. Each factory, spread between Yorkshire, Scotland, Greenford and Lancashire, was run by a regional director who reported to a Board of divisional directors who looked after centralised production, finance, marketing and so on. They in turn reported to the managing director, Jim Craigie.

Craigie, who joined Rockware when it took over his own plastics company, was also responsible for all non-glass activities, now the executive responsibility of Adrian Bailey.

INDUSTRIAL FILMS

## Publishers look warily at cassettes

BY JOHN CHITTOCK, INDUSTRIAL FILM CORRESPONDENT

THE LATEST in visual aids hit the book world last week with the publication of an unusual edition of the full Oxford English Dictionary—13 volumes and 16,400 pages compressed into two volumes, with four old pages reproduced on one new page. With every edition comes the visual aid—a magnifying glass, necessary to make the text readable. If Oxford University Press had decided to issue these 16,400 pages on 8mm film instead of one page per frame—a mere 200 feet would accommodate it. In a spool no larger or heavier than a slim hardback novel. Furthermore, the print costs of 200 feet of 8mm film would be little more than £2 on a log run in black and white.

The snag of course, lies in the difference in cost between a magnifying glass and an 8mm viewer. But when every library has a television cassette player, the OED might yet find its way on to 8mm film. In fact, Aberystwyth public library last month became the first to install an EVR televiewer, so the mutation of books and films is already beginning.

Oxford University Press itself has recognised the possibilities by setting up a pilot project in cassettes and books. The first venture, titled *The Oxford Visual History of the 20th Century*, may involve a series of 24 videocassettes and 12 related books. The pilot cassette for this will be ready in January for testing in schools in March-April. The cassettes will be carefully integrated with the books, and designed for repeated study—up to 5 or 6 hours viewing from one hour of cassette. Unlike many similar so-called multi-media packages, the intention here is to integrate film and book so well that neither could in fact stand on its own.

The entry of publishers into the visual aids is not of course new, although the innovation of videocassettes has accelerated interest and activity. Encyclopaedia

Britannica, which claims now to have the largest library of 16mm educational films in the world—690 titles—were first in the field way back in 1943. An important development in Britain came in 1965 when Macmillan launched an ambitious programme of 8mm silent film loops: these films offered teachers the facility of demonstrating single concepts—rather like an animated blackboard.

## Ambitions

The Macmillan experience was not a happy one, however. In part due perhaps to excessive zeal—producing some often ambitious animated films before the market was ready for them—and in part because of problems with the 8mm loop projectors. Other publishers entered the 8mm loop business as well, including names like Penguin, Longman, Heinemann and Methuen.

Now, the 8mm loop film has slipped into the shadows, overtaken by excitement for TV cassettes. Macmillan, Longman, Penguin and others are still issuing 8mm loop films, but the tempo of activity is now overcast with caution.

The same caution prevails in regard to cassettes, with most publishers remembering the Macmillan experience and refusing to be stampeded by technology. Nonetheless, wary eyes are turned on Axel Springer, who in Germany is doing some real trail-blazing with the *Ladykillers*. Hire rates range from just under DM10-DM20 and again the films contain advertising spots.

For this enterprise, Springer revived an old, favoured name in Germany—Ullstein—and has established the company in an impressive suite of modern offices in Hamburg film and television studios. The first cassette series from Ullstein is

aimed at doctors in general practice. Each subscribing doctor receives on loan two 60-minute cassettes every two weeks—delivered by the Leasedirect door-to-door magazine distribution service. These Super Smm films, cassettes and with optical sound tracks, contain editorial items of importance to the medical profession (as, for example, a new operating technique I saw in one sample). They also contain up to eight minutes of advertising per hour—dispersed as short commercials.

Although distribution of the Medicoloe series, as it is called, does not start until next month, Ullstein already has more than 1,000 subscriptions and has sold nearly all of the advertising space for the next 12 months. They see the potential number of customers as 50,000 and aim to achieve 10,000 by the end of the first year's operation.

A dental series is following, and for the general public entertainment films and hobby shorts are already available through the chain of Foto-Quelle shops in Germany. These include a few of the British TV series *The Avengers*, and the *Alec Guinness* favourite, *The Ladykillers*. Hire rates range from just under DM10-DM20 and again the films contain advertising spots.

The conflict of competing systems still frightens many publishers and is encouraging a delay in general activity. Will it be 8mm, as Ullstein is now trying to prove, or EVR, video-disc, videotape, or what? Most seem prepared to wait and see.

Publishers are also concerned about methods of distribution, especially where the economics imply that cassettes must be hired out, and thus retrieved again. W. H. Smith, which has formed a cassette company, reckons it holds the key to this. Reader's Digest, which says it does not intend to be caught in the crossfire of those now arrayed for battle, has 5m

direct mail contacts in 1 and clearly believes in this form of distribution when it moves into cassettes. At present its attitude is tempered with reluctance to discuss its plans. But it already seems clear that its own distinctive brand editorial re-shaping will be applied to cassettes in its course—and Reader's Digest will not produce new films from scratch.

Longman Penguin has another approach. As part of a consortium with Crown Age it is behind a company created specially to exploit this market—Crown Cassette Communications. Various schemes being pursued by Crown (settee, and not all of these mere extensions of tradition publishing ideas. For example, the company is known to be keen linking in outlets for entertainment and travel cassettes in London hotels, as closed circuit television.

## Complacent

Mr Robert Maxwell is known to have an interest in cassettes, and is in fact adding a videocassette seminar to his London later this month.

Publishers can afford to be complacent about their current developments, although they dare not be complacent about them. It is, for example, conceivable now that any of the publishers in West Germany could challenge the Medien scheme: in many markets there will be room for but one publisher. At least for the film j

ducers, who have been having a difficult time, the future to rise as long as publishers do attempt to produce their films, a mistake initially made by Macmillan, and now perhaps repeated by Ullstein. This could be the biggest problem all publishers face: moving pictures not the same as the written word, and it can be a costly experience discovering the difference.

# If you want a man to do a first-class job, give him a first-class ticket.

Economy class travel looks like sound company policy. On paper.

In practice, just how sound is it? Think of what you're asking your man to do. Make decisions that could affect the future of your company. Decisions that rely on clear thinking. He'll need to be as rested and relaxed as possible. Ready to go into action as soon as he reaches his destination. And that's how first class will get him there. More relaxed, because he's travelling in greater space and comfort. More rested, because there are fewer people and fewer disturbances.

And, psychologically, that first class ticket does a lot for his image and yours. It tells him you think he's the best man for the job.

So give him a first class ticket. And he'll do the first class job.

**BOAC**  
takes good care of you.

GO

Go cost cutting. Go selling. Go merchandising. Go entertaining. Go visiting. Go shopping. Go travelling. Go.

**£1 a day rent a car plus mileage**

What are the mileage rates?



GROUP 1  
VIVA  
3p per mile for  
50 miles daily  
1p thereafter.

GROUP 2  
VIVA DE LUXE  
3p per mile for  
50 miles daily  
1p thereafter.

GROUP 3  
FIRENZA  
4p per mile for  
50 miles daily  
2p thereafter.

GROUP 4  
VICTOR  
5p per mile for  
50 miles daily  
2p thereafter.

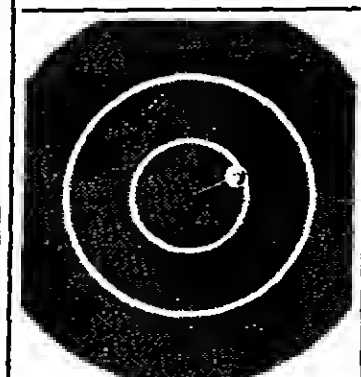
**BIG BUDGET BENEFITS**

1. Pay for only the miles you drive.
2. Unlimited mileage rates if you want them.
3. Includes comprehensive insurance, free RAC membership, maintenance and oil, but excludes petrol.
4. New Vauxhalls or other fine cars rarely more than six months old.

**Budget Rent a Car Self Drive**

Ring up Budget now for this great special. You'll find your Budget office in the Yellow Pages or the local paper classified. Over 100 offices throughout the U.K. Company executives call in your local Budget Manager. He would like to help you cut costs. This great special was created for you to make friends with the largest discount car-hire network in the world.

For free reservations in England, Ireland, Scotland, Switzerland, Germany, Holland and the United States write World Wide Reservations, Rooming House, New York Garden City, New York, England or phone 01-635 2761.



**Find your target with MAPS**

Bring your Company's market appraisal into sharper focus, add a new dimension to your planning, plotting, researching and recording... with a good map. Send for details of three of our latest maps, or indicate any particular area of interest. Be right on target!

**Stanford's**  
World's largest retailer of maps

To Edward Stanford Ltd.,  
12-14 Long Acre, London, W.C.2.  
Please send details of maps I have ticked

☐ Commercial Map of the World  
☐ Marketing Map of Western Europe  
☐ Sales Promotion Map of Great Britain  
or details of maps of following area(s)

Name \_\_\_\_\_  
Position \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_



## THE FINANCIAL TIMES

(Established 1888)  
Incorporating THE FINANCIAL NEWS  
(Established 1894)

Head Office Editorial & Advertisement Offices:  
TRACKE HOUSE, CANNON STREET, LONDON, EC4A 3DF.  
Telephone Day & Night: 01-248 8000. Telegrams: Finantime, London.  
Telex: 886341/2, 883397

OR SHARE INDEX AND BUSINESS NEWS SUMMARY RING: 01-244 8976  
Birmingham George House, George Road, Birmingham B3 7QY. Tel: 021-233 1111.  
London: 100, Abchurch Lane, London EC4N 3DF. Tel: 01-248 8000.  
New York: 120, Broadway, New York NY 10038. Tel: 212-512 2000.  
Paris: 10, rue de la Harpe, Paris 75005. Tel: 01-47 33 11 11.  
Tokyo: 10, Marunouchi, Tokyo 100. Tel: 03-3211 2111.  
Sydney: 10, Market Street, Sydney NSW 2000. Tel: 02-361 1111.  
Hong Kong: 10, Queen's Road, Hong Kong. Tel: 02-252 1111.  
Singapore: 10, Raffles Place, Singapore. Tel: 04-221 1111.  
TUESDAY OCTOBER 12 1971

## Showing the human side

IS one of the minor but indoubted advantages which the political system bestows on the Conservative Party that its annual conference follows the Labour Party's instead of receding it. If the Labour conference has been dull and un-moving the Conservatives in always stir up some lively controversy; and if the Labour conference has been kicking over the traces the Tories can show themselves models of statesmanship and responsibility.

This year the situation is likely to be nearer to the second of these alternatives than the first. The manifest split in the Labour Party on the Common Market issue will cause the Conservatives to close ranks behind the Government, and the irreconcilable move to the Left on a Labour side, though not perhaps as pronounced as has sometimes been claimed, has not been enough to cause the Conservatives in their resolute frame of mind.

## Market issue

The effect of this mood will be seen clearly on the Common Market issue itself, on which the Conference is likely to vote overwhelmingly with the leadership. Here, no doubt, as elsewhere there has been an element of genuine conversion of the constituencies as a result of the campaign launched by the Government in the reduction in taxation, the passage of the Industrial Relations Act, the dismantling of some of Labour's apparatus of industrial control, and the new, robust approach to foreign policy.

But a party conference is intended to appeal to a wider public and it is here that Ministers may find their task more difficult. They have to show that soaring unemployment and serious inflation are aberrations and not, as Labour politicians were claiming last week, an inescapable part of the same complex package which includes the abolition of school milk and investment grants, of free Council, Mr. Heath may claim to have succeeded in putting a new vision of society, but so far as the great mass of the public is concerned it still has to be made genuinely attractive. This week, therefore, the Tory Party will be well advised to show as much of the human side of its face as possible.

## At least it is no worse

CAPITAL investment by industry fell in the first half of 1971 and looked like continuing to fall unless counter-measures were taken. In his package, therefore, the Chancellor included two measures specifically designed to encourage it. First, he reduced the illegal discrimination against service industries allowing them free depreciation on fixed equipment in the development areas. Second, he increased the first-year rate of allowance against capital expenditure on plant and equipment from 60 to 80 per cent, only for expenditure incurred before August, 1973: the next year it will be 100 per cent. The Government's intention was to persuade industry to invest rather earlier in the year than it would otherwise have done. These two changes together, he estimated, would boost industry by about £40m. in 1972-73 and £150m. in 1973-74.

## 772 upturn

The Department of Trade and Industry made its latest survey of investment intentions in August-September, too soon for Mr. Barber's announcement for it to have had more than a psychological effect. Yet it does show, for what that is worth, that the outlook has not been any worse since the previous survey in May. The service industries, indeed, now expect a rate of spending in 1971 to drop by slightly more than 5 per cent, suggested to say. But manufacturing industry still expects capital expenditure to be down by the same 8 per cent this year and both manufacturing and services still anticipate little change between 1971 and 1972. A comparison of what actually happened in

SOME Orientalists cannot take with complete seriousness the celebrations for the 2,500th anniversary of the Persian Empire, which start this week amidst the pomp and pageantry at Persepolis. The date was originally set for 1962, a year marking the two and a half millennia since Cyrus the Great's conquest of Babylon in 538 BC, but was postponed because the Shah was embarking on his White Revolution.

More important to sceptical academics than the postponement is the fact that the Iranian monarchy has not been an unbroken strand since Cyrus. It may seem curious to point out the interruptions—the Greeks, the Arabs, the Seljuks, the Mongols, the Turkomans. In fact, however, historically Iran has shown a remarkable capacity to absorb invaders and their cultures, naturalising them and maintaining intact its own identity in the process.

On a cultural level, UNESCO has given its support to what the Shah has described as an anniversary belonging to "the whole human community." Yet the fact is that the jam-boree of Heads of State and their representatives is primarily a political event.

## The heir to Cyrus

The main motive behind the enormous spending—reported to be anything from \$50m. to \$300m., including projects of lasting value such as new roads and water supply—is to emphasise to the world at large and to Persians in particular that the Shahansha ("King of Kings, Light of the Aryans") is in a sense the heir to Cyrus the Great; that monarchy is an intrinsic part of the Persian identity; and that under its present strong sovereign the country is undergoing a renaissance.

In fact it is appropriate that this great public relations exercise should take place in 1971 rather than 1962 when the country was only just beginning to emerge from a period of political uncertainty. In the past decade the Shah has consolidated his hold on the country, not the least through his great land reform programme—the power of the landlords has been broken and their estates distributed to the peasantry, who constitute the bulk of the population, in a move which has brought political as well as economic dividends as well as self-sufficiency in the world in a way that it has not since rivalry between Russia and Britain in the past century led to the

foreign interference which culminated in the joint Allied occupation of the Second World War. The Shah, in whom the Persian characteristics of pride and sensitivity are strongly marked, felt the humiliation acutely. He sees the final British departure from the Gulf as an epilogue to an era of "neo-colonialism."

In the past decade Iran, though remaining a member of CENTO, has been able to develop commercial relations with the Soviet Union that are dictated by advantage and proximity. In particular, there has been the deal whereby Persian natural gas has been exchanged for the Isfahan steel mill (which the West had not been prepared to finance) and other industrial plants.

Underlying everything has been the surge of oil revenue and the rapid growth of Iran's GNP, and the Shah has added to his lustre in the Middle East by leading the OPEC states to triumph at the Tehran oil negotiations.

For Iran, the settlement should mean revenues from Iranian Oil Participants, representing all the Western majors, of \$1,760m. in the current financial year compared with \$1,071m. in 1970-71. At least the Shah's guests from the oil consuming countries can reflect, as they consider the cost of their silk and marbles and dinners by Maxime's of Paris (no less than 40 chefs have been flown out) that their countrymen have paid for it all.

Certainly increased prestige and economic achievement have made Iran physically and psychologically ready to play the prominent role in the Gulf which the Shah plans for his country and which Britain and the U.S. are anxious that it should. In 1967 the Shah was

shrewd enough to realise that the British military presence would be withdrawn following the Aden debacle, in spite of the Labour Government's assurances to the contrary at that point, and his first big orders for advanced weaponry date from that time.

Now, Iran is in the process of developing an armed potential greater than any other comparable country with the exception of Turkey. It is among the few select countries with Phantom fighter-bombers. Four squadrons of them are in service and more of the advanced F-4E marque are on order. The Shah's first priority may be Iran's interests and security, but nationalistic assertiveness is a significant element and can never be absent from his policy because it is shared with a considerable part of his people.

## Contentious issue

This is perhaps best illustrated by his stance on the most contentious issue in the Gulf at present—the ownership of the islands of Abu Musa and the Tumbis which London has always recognised as belonging to the Trucial Sheikhdoms of Sharjah and Ras al Khaimah. The Shah has said that if his sovereignty over them is not conceded, when Britain finally withdraws he will take by force these barren, barely populated spits of sand.

On the one hand there is the Persian preoccupation about the safety of the shipping lanes through which all the country's crude oil exports pass. The Shah's concern that they should not fall into hostile revolutionary hands (he harbours no illusions about the long-term

durability of the conservative Arab regimes) is understandable, even though it is arguable that the islands are of little strategic value.

In fact, political and nationalistic considerations—above all his own prestige—have weighed as much in the uncompromising assertion of the Shah's claim, which has a debatable historic base. As one well informed diplomat puts it: "He does not want to go down in history as the man who gave the islands away. He needs something in return for Bahrain." For an outsider it is hard to understand how difficult it was for the Shah to renounce his claim to that Gulf island, a process eventually brought about by the face-saving device of a UN inquiry last year.

The Shah's rule may be autocratic—especially in the sphere of foreign policy which he conducts personally, and seemingly without reference to his able Prime Minister, Mr. Amir Abbas, or to his Cabinet. But he is beholden, to a fiercely nationalistic public.

The fate of the islands remains the most immediate source of instability in the Gulf and more than a year of dogged British diplomacy has so far failed to solve the problem. First there is the Shah's refusal to give his blessing to the planned Federation of Arab Emirates if the islands are not conceded to Iran; indeed, he might be able to torpedo the whole union through the influence he exercises on the Ruler of Dubai.

Secondly, the prospect arises of a complete rupture in relations between Tehran and other Arab countries, including Egypt, with which Iran only last year repaired the links broken by Cairo in 1960 when de facto

Persian recognition was given to Israel.

Thirdly, and more specifically, the seizure of the islands can only have an inflammatory effect on the Shah's implacable enemies in Baghdad, the Iraqi Baathists, who are the most vociferous protagonists of the "Arabism of the Gulf." In the event Iran, with its superior firepower, will no doubt call the bluff of the Iraqi regime and might even fatally undermine it in the process, succeeding where the Tehran-backed coup attempt late in 1969 failed.

Following Baghdad's plotting last year and support for Teymour Bakhtiar, the exiled former chief of Iranian security (who was shot dead last summer on Iraqi territory by the Shah's agents), the hostility looks as though it will be unrelenting.

It is easy to sympathise with Iran's contention that it would be a more responsible custodian of the islands than the two feudal Sheikhdoms and its bitterness over the "unequal" (as the Chinese would put it) treaty of 1857 governing the navigation of the vital Shatt al Arab waterway which serves both Iran and Iraq. Even so, there is something in Iran's bearing towards the Gulf, a sort of contempt which dates back to the time of the Arab invasions, which takes no account of Arab susceptibilities. Therein lies one of the more disturbing elements in the region. In the Persian attitude towards the world there are many irrationalities; not the least the rooted belief that Britain is closely associated with the Iraqi Baathists. However, with Britain planning withdrawal there was no choice but to entrust the stability of the Gulf to the larger "powers," Iran and—with far less justification—Saudi Arabia.

In the mid-1960s both Britain and the U.S. conducted reviews which satisfied them of the long-term stability of the Shah's regime. Perversely for him, in the anniversary year, a rash of guerrilla activity in Tehran and the countryside has broken out. In the past eight months there has been a steady progression of terrorist acts in the capital and the provinces, since the attack on a gendarmerie post in the northern village of Siyah Kal. Thirteen of the insurgents were executed then after a secret trial. Now the total death toll has reached 35, including eight of the security forces.

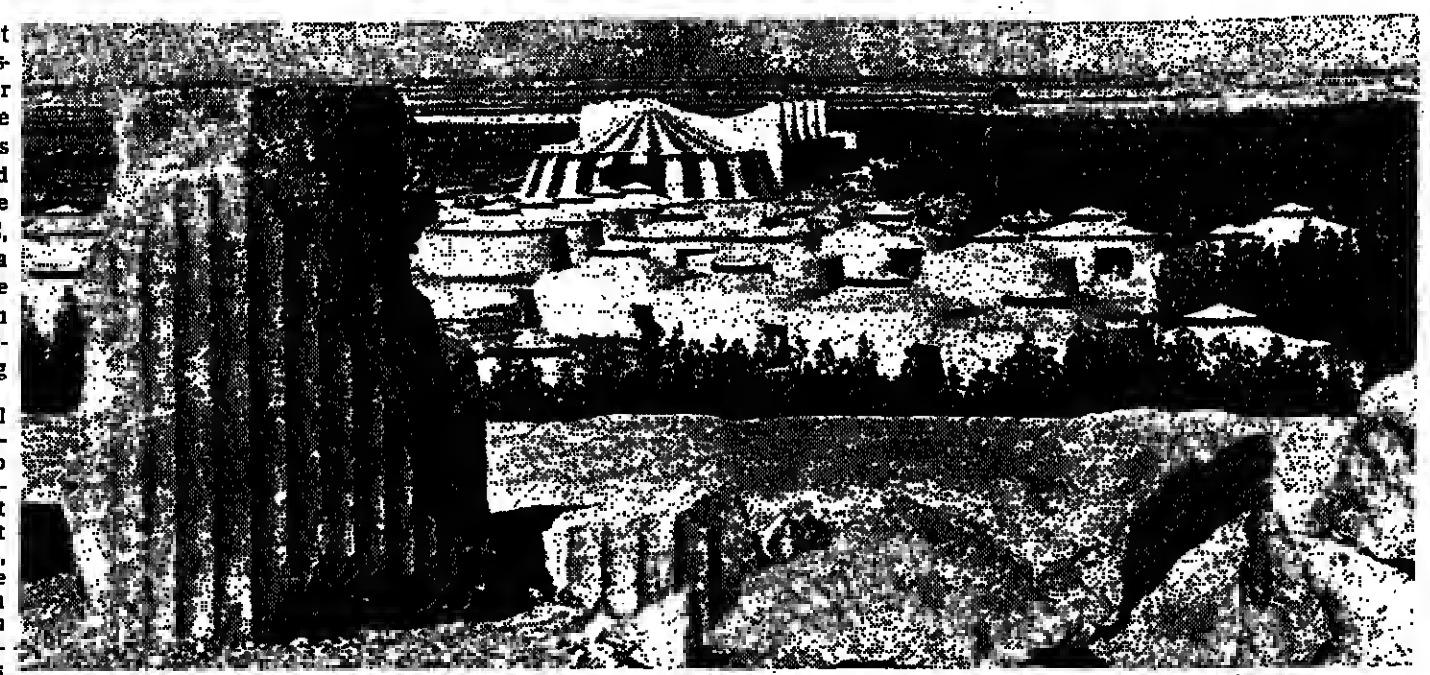
Last month came the first direct attack on the Royal Family when Prince Shamsan, the Shah's nephew, was attacked in his Tehran office, but escaped with his life. Most observers relate the timing of the rash of violence, by what appears to be several disparate Maoist and other Left-wing groups, to the Persopolis celebrations—a reminder that some do not recognise monarchy as an intrinsic part of the Persian identity.

The guerrillas are probably only a very small minority, trained and inspired from outside, as the Shah and his all-pervasive security police SAVAK have maintained. The Shah said recently that the guerrillas could be seen off by the assistant cooks of the Imperial Army. At present, it is hard to see the omnipresent SAVAK allowing a widespread and effective underground movement emerging, especially when the grass-roots popular support is lacking.

## Committed to agitation

Yet, with the rapid development of the country, the autocratic and personal style of the Shah's rule will inevitably be subject to more and more criticism from Iranians—quite apart from those "professional" students abroad who are ideologically committed to agitation and members of the supralabel (Communist) Party. For two decades there has been a student body has been cynical about monarchy and a proportion of it is implacably opposed to the Shah. There are some signs that the new middle class brought into being by the regime is becoming so, too.

The Shah has made it clear recently that he would like to see more constructive criticism in the Majlis, a legislature which had a life of its own until the Shah brought it to heel in 1961 and thus gave himself the free hand which has been used to such good effect in developing the country. It remains to be seen whether he can breathe life into the body politic.



The "tent city" built beside the ruins of Persepolis for the celebrations.

## MEN AND MATTERS

## Christianity in management — and vice versa?

Why an Anglican priest, born and bred in Australia, should be going to India to give an industrial management course at a centre run by Jesuits, takes a little explaining. But then the Rev. Bruce Reed is by no means a conventional priest. He started out to become an architect, but switched to theology in Sydney. Then he became a theologian at Cambridge, was ordained, and became the college chaplain. Two years later he came to London, where he met a group of businessmen who sponsored him on a personal counselling project. Out of this grew, eventually, a body called the Christian Teamwork Trust. This became more and more involved in industrial problems, and from it emerged the Grubb Institute of Behavioural Studies, under the patronage of Sir Kenneth Grubb. Charging professional fees, it does work for industry, the professions and the churches.

At the moment, the full-time staff of 12 (others are hired for odd assignments) is, for instance, doing studies on industrial relations for Rubery Owen and on manpower planning for Shell Chemicals. The institute's courses and conferences are attended by such diverse bodies as IBM, the Home Office Prison Department, the Church Missionary Society, and Tube Investments. Reed says "the merit of our work is not that it's Christian, but that it is technically good." The consultancy work is based, he says, "on an application of a whole lot of theories of organisation: there are no theological assumptions made."

Reed goes to New Delhi next

month, to the Indian Social Institute, which is financed and staffed by Jesuits, to help start training programmes and industrial management courses for small local businesses. Running the ISI is an Indian, Father Joe Britto, who has an MBA degree from Columbia and has been a factory chaplain in Coventry. Reed says that the need that he feels in Britain to emphasise professionalism rather than Christianity, applies equally to Britto's project: "missionary is a dirty word in India." But the Grubb Institute's experience in industry should, ideally, be put back to work on the church itself, in his opinion. He thinks that a pyramid management structure has affected the role of the parish priest. What he would really like is a bishop to say to him: "Come and do a management job on the whole of a diocese."

## Celebrating DEA-Day

The spirit of the DEA still lives. Former members of the Department of Economic Affairs, now sometimes referred to as "the Mafia of Whitehall," are summoned to meet on October 20 at the Two Chairmen in Dartmouth Street, London, once the DEA's local, to celebrate the second anniversary of the DEA's dissolution and the seventh anniversary of its birth. Mr. Heath once referred to the DEA as a "horn in the back of a taxi" — a reference to the DEA sign, which now hangs on the wall of the Two Chairmen and which will be decorated to-morrow week with a wreath.

The name of the Two Chair-

men was always taken as sym-



bolical of the dual and competitive economic functions of the DEA and the Treasury. Lord George-Brown, the DEA's founder (he and Mr. Wilson were said to be the two men in the back of a taxi, although the story has been denied) has been invited, along with other ex-Ministers and Mr. Campbell Adamson, now at the CBI. In Memoriam notices may be placed in the newspapers. The DEA, still selling briskly enough for a new edition to be contemplated, should be worn on the 20th.

## Means test for Jersey hopefuls

If you want to retire to Jersey and have no other special asset, you need an income of at least £10,000 a year to be sure of a welcome. The local housing committee, which now operates a Malta-type check on would-be settlers' means, has issued a

quality for a Jersey home on "economic grounds."

The committee explains that while other factors may be taken into account, the benefits of having you on Jersey grow "increasingly marginal" if you pay less than £2,000 a year in income tax at Jersey's rate of 20p in the £.

The man behind the "means test" policy is Jersey's economic adviser, 34-year-old Mr. Colin Powell. In the island's first economic survey, published earlier this year, he expounded the doctrine of making sure that wealthy immigrants really were wealthy. At first, some people thought his views were a bit cold-blooded, but now they are generally accepted as economic sense.

Powell reckoned that Jersey had about 1,000 "genuinely wealthy residents, with a combined annual income of about £10m., producing a tax liability of £2m." He was in favour of Jersey trying to attract another 25 wealthy settlers a year. The island seems to be ahead of schedule this year. Up to the end of August it had already admitted 25 people on "economic grounds," worth a potential £100,000 a year in tax receipts.

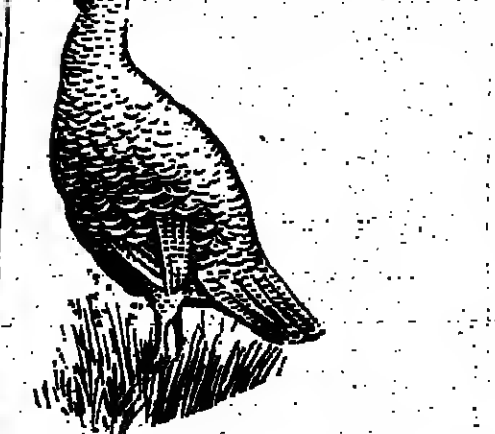
## Treasure in heaven

The Irish Government had a Government stock up for redemption the other day, and made the usual conversion offer. A man rang up the Bank of Ireland to make inquiries about it, and the bank official said: "Is it redemption or conversion you are interested in?"

There was a pause at the other end, then the man asked: "Is that the right number? Is that the Bank of Ireland or the Church of Ireland?"

Quality in an age of change  
FAMOUS GROUSE  
SCOTCH WHISKY

For the true connoisseur, the first taste gives unusual satisfaction and arouses considerable interest. The mellow character of carefully-aged Whiskies reflecting our blending skill belies mass production. Compare it neat with any other Whisky—the really sure way to make a test. The difference is unmistakable. Famous Grouse Scotch Whisky—with a century and a half of family experience behind it.



Observer Matthew Gibb & Son Ltd, Perth, Scotland. Established 1800.

Established 1800.



ics

# The BBC should be its own judge

THE BRITISH Broadcasting Corporation is in trouble. The pressure in favour of "doing something" about the "irresponsibility" of some of the programmes it has been putting out is now so great that only the wise prevarication of Mr. Christopher Chataway, the Minister of Posts and Telecommunications, stands between the Corporation and the imposition of some outside body to monitor its affairs.

There is plenty of evidence of the extent of feeling in what might be called the middling and lower reaches of the Conservative Party. On the quarterly "Monday World," has just published an article by J. Needham Rushe that suggests replacing the "present pre-dominantly centrally organised BBC" by "several public bodies organised on a regional basis"—in other words, the virtual destruction of the Corporation as it is now known.

On the Conservative Left, the Bow Group, in its quarterly "Crossbow," is publishing an article by Graham Norton which asserts that "the need for some body akin to the Press Council is now obvious." This body, Mr. Norton says, "should have the power to call for transcripts—indeed it should itself take on a monitoring function."

And the Darlingdon Conservatives have put a motion on the agenda for this week's party conference which says that "the BBC gives too many opportunities in its staff to give personal and slanted impressions of the news, frequently with an anti-establishment angle," and "urges the Government to encourage the BBC to re-organise its broadcasting so that it may once again be gener-

ally regarded as accurate and fair." Motions at party conferences are, of course, two a penny, and even the presence of a handful of other, similar motions on this week's agenda at Brighton does not in itself constitute a powerful movement for change. But these motions do reflect a widespread sentiment felt inside both major parties, as well as by many people who might otherwise have little to do with politics.

The existence of such feelings has been recognised by the Board of Governors of the BBC. Last week they set up a "complaints commission" composed of three elderly gentlemen—Lord Parker, Lord Maybray-King (both retired) and Sir Edmund Compton—who will consider complaints from individuals or organisations against unjust or unfair treatment, and nothing else. This is clearly a sop to public pressure, and nobody need take the commission very seriously.

## Own fault

But what is serious is the present threat to the independence of the BBC, an independence that has for many years been one of the most valuable treasures of our unwritten constitution. It is largely the Corporation's own fault that this threat has arisen, for there is a general agreement that some programmes are unfair. Proper editorial control, which it is the duty of the Board of Governors to ensure, could have prevented this; the sad fact is that it has not.

The question now is, what is to be done about the BBC? A Broadcasting Council, on the lines of the Press Council, is being supported by so many

people that its coming may well be unavoidable. This is a great pity, for such a council might well stifle the creativity of the programme makers and something of great importance would be lost to television.

It is easy to propose such a council, but far less easy to say how it should be appointed, and how it should work. The Press Council is, after all, a self-perpetuating body that was originally set up by the newspaper industry itself. Many of the critics of the BBC would not be satisfied if this example were to be followed for broadcasting—and yet anything stronger, such as a watchdog committee appointed by the Government, would rightly be regarded as intolerable by most people who believe in a free society.

The riddle is more easily approached by considering, first, just what it is that should come under a better form of control. The short answer must be: unfairness. The BBC has an obligation to be impartial but the sense of self-importance with which some of its producers and interviewers are afflicted often prevents it from carrying out that obligation. No public service broadcasting authority should be allowed to get away with such irresponsibility, particularly if it commands the air to the extent that the BBC does.

Being fair means playing straight with people who are interviewed. It means making an attempt to ascertain and to put forward both sides of an argument; this is quite possible without going to the extreme of extremes demanded of American television by the equal-time laws over there. It does not mean restraining producers in the interests of "good taste" or "morality" or "decency," different view; the BBC (its fairness ought not to be denied) in the past this kind of balance has been maintained by the Board of Governors, whose task it is to do just that. An ideal Board is one that defends the broadcasters in public but that thrashes its own staff mercilessly in private for breaches of the doctrine of fairness and impartiality.



Sir Edmund Compton, Lord Maybray-King and Lord Parker—the three members of the complaints commission set up by the BBC. The job, it is suggested below, would best be done by a reconstituted Board of Governors.

## The crux

Such a set of principles would not satisfy the most vociferous of the BBC's present critics—for most of them have an axe to grind. The political parties want their own views emphasised; the various pressure groups want "fairness" to be biased towards themselves; the anti-pornography crusaders want the BBC to make itself into the instrument of their campaign. It would be wrong for the BBC to give in to any of these pressures. But genuine

possible to improve on the existing system. The men appointed would feel far more secure if their tenure were to be ten years rather than five; if it were made nearly impossible to remove them; if they could elect their own chairman and vice-chairman; and if their pay were increased and the work demanded of them enlarged so as to take more of their time.

This means of creating future Boards of Governors would greatly increase their corporate stature. The Board could be smaller (there are a dozen places on it) and it might be possible to attract really first-class men to do the work. Such a Board might conceivably become too "establishment-minded"; this might be obviated by insisting that some of the members be appointed from within the industry, that there be a general understanding that some kind of political balance be maintained, and that one or two members might be elected by the postal vote of the viewers and listeners themselves.

It would be necessary to protect the public from the possible excesses of so powerful a Board. One safeguard, which Mr. Chataway has the power to enforce upon the BBC right away, would be to insist that tapes or films of all televised programmes be kept and made available to any member of the public to inspect on demand for a specified period after the broadcast.

At the moment the BBC maintains an arrogant and indefensible policy of refusal to provide transcripts to anyone save those who say that they personally might have been unfairly treated, or to some MPs on some occasions. This should be changed at once. It is always possible to refer to the back

copy of a newspaper; the BBC stubbornly denies members of the public who are forced to pay its licence fees the right to a similar safeguard from irresponsible broadcasting. It might be objected that where much of the complaining arises—in current affairs broadcasting—the output "live" and it is therefore impossible for any editor, let alone a Board of Governors, to stop what is put on the screen before it is too late. There is no way around this, short of emasculating television by denying it the right to put "live" broadcasts. That would be patently absurd.

## Still time

But a Board of Governors though how to do its job would quickly see to it that the message of "live" production were themselves properly trained, responsible professionals who knew quite well whether they were being fair or not. This is of some importance. If a dozen men interrupt a meeting of 200 people, it is a degree to which the camera focus upon the interruption will determine the degree of importance it will be given on the screen. Fairness in such cases is difficult, but not impossible given a well-run Corporation.

Perhaps it is too late for the kind of reform of the existing BBC structure to save the Corporation from those who would for one reason or another diminish its freedom to inquire, analyse, satirise, and report the manner that has made the corporation famous as the best television company in the world. But there may still be time to change the political skills. It is always possible to refer to the back

## Labour News

### Showdown decision in toolroom dispute

BY PETER CARTWRIGHT, MIDLANDS CORRESPONDENT

COVENTRY, Oct. 11. COVENTRY Employers Association today decided unanimously to force the confrontation with the engineering union over the disruptive weekly Monday strikes by more than 7,000 toolroom workers—to-day's is the fifth—a conclusion one way or the other.

The association cancelled the 30-year-old rate-fixing agreement with the district committee of the Amalgamated Union of Engineering Workers on September 1 because it was "irrelevant and inflationary."

The agreement effectively ties toolroom rates all over the area—not only for the 30 association members—to the average for skilled production workers, and the association wants it replaced by plant bargaining.

In a last effort to persuade the union to lift its ban on overtime and its policy of non-operation which have been employed since June, as well as the Monday strikes, the association is seeking a meeting with the district committee. Otherwise they may take some form of counter-action.

An association spokesman said: "We are saying that if the union is going to 'continue Monday strikes, then we have to make, unless members realise that their actions are having increasingly serious consequences. We have tolerated things on a district basis that would never have been tolerated at plant level. Now we want to get sensible talks started to get a sensible solution."

Although the week experience, employers have been able to limit the repercussions of the Monday strikes since they first started, when up to 20,000 were laid off, and some groups of workers, like those at the British Leyland Triumph car plant, have voted for a softer line, to persuade the union to turn about.

Only last week, the toolroom shop stewards overwhelmingly voted to continue their present policies, a recommendation that was convincingly accepted by the district committee the next night. The union argues that the agreement removes many areas of potential conflict with the employers, and, while ready to talk, seems unlikely to modify its attitude in the immediate future.

## 50p levy

A not unimportant factor in the situation is that more than £18,000, derived from a 50p a week levy, is available to meet just such a contingency as the employers are now talking about.

So far as this Monday's strike is concerned, Chrysler has again been the worst hit, with nearly 8,000 at the Stoke engine and Ryton Avenger assembly plants laid off. Both Triumph and Jaguar, two British Leyland car factories, were working normally last week, but Coventry Engines, another British Leyland subsidiary, had 2,000 without work for the first time.

DOCKERS RETURN AT LIVERPOOL

Some 340 dockers on coastwise handings at Liverpool returned to work yesterday after their week-long unofficial strike. This was over a pay increase in the new second stage modernisation deal which was introduced generally on the Mersey that day. The dockers are to try out the new deal for a month.

## Jobs in production industries down by 480,000 in August

BY ELSETH GANQUIN

BRITAIN'S production industries employed 480,000 fewer people in August than a year earlier. There were 338,000 fewer jobs for men and 152,000 fewer jobs for women, the Department of Employment announced yesterday.

Taken separately, the manufacturing industries offered 338,000 fewer jobs in August than a year earlier. In fact, the reduction in jobs continues month by month. The 7.7m. men and 2.7m. women employed in the production industries (5.8m. men and 2.5m. women in the manufacturing industries, if these are taken separately) in the week ended August 14, were about 16,000 less (all males) than in July. The drop in the manufacturing industries between the two months came to about 7,000, with the metal and metal using industries again down by 16,000, against an increase of 4,000 jobs in the drink and tobacco processing, of clothing and footwear sector.

There were about 8,000 fewer jobs in the construction industry. Between June and July in the production industries there was a decrease of 3,000 jobs for men and an increase of about 1,000 jobs for women, but this included 20,000 fewer jobs in the metal and

## Wider role forecast for City with Britain joining EEC

BY IAN DAVIDSON

A LARGER and more prosperous role for the City of London, if Britain joins the European Community, was forecast last night by Mr. Christopher Soames, British Ambassador in Paris. He was speaking at a dinner given by Sir John Davis, chairman of the Bank Organisation.

In its expertise, its efficiency, its flexibility, its resources, in its equity market, its money market, its commodity market or its insurance market, the City has no rival or indeed counter-part in any European capital," he said.

"The role which it played in the international capital-raising operations of the Euro-bond market, for example, is a good augury of its potential capacity to attract and channel the finance which will be wanted in an enlarged and expanded Community. In short, I believe that

## Saleroom

### Pair of pistols fetches £8,200

GLASS GAVE £8,200 for a pair of French percussion pistols made by Gastone Renetta for the Paris Exhibition of 1844 at Sotheby's yesterday in a sale of firearms, armour and edged weapons which realised £40,128.

Kelth Neal paid £2,500 each for two Spanish bronze cannons by Solano, one from the ship La Tremenda, 1754, and the other from the ship La Desoladora, 1756. Jarvis gave £960 for a pair of small French bronze cannons by Darleins, Strasbourg, 1768 and Dale £850 for an Elgin's patent percussion cap pistol owned by C. B. Allen, 1837.

## Loans for home improvements

BY MICHAEL BLANDEN

YORKSHIRE BANK, the Leeds-based bank owned by the first of this kind brought in by London clearing banks, is bringing in a new five-year unsecured loan scheme to enable house owners to finance home improvements.

Under the scheme, amounts of up to £1,000 are available at a flat rate of 7½ per cent, giving a true interest rate ranging from 14 to 15 per cent, according to the term of the loan.

Most of the loans for home improvements, it is pointed out, will qualify for tax relief on the interest.

At the same time British Bank of Commerce, the Glasgow-based merchant bank, announced that it was now offering long-term loans to industry. The sums over £50,000, the bank providing mortgages of up to 15 years on the security of office, ship or industrial property, will qualify for tax relief on the interest payable during the life of the loan.



**Action Indonesia**

With the world's fifth largest population the country is making up for lost time. Explore it now—with the Hongkong Bank Group.

Since 1966, Indonesia has taken some impressive steps forward. Price inflation has been reduced from an impossible 650% per annum in 1966 to 8% per annum in 1970. The current Five-Year Plan envisages that the equivalent of about half the country's annual income is for investment and the target of 5% annual growth is the aim. As a sign of returning confidence in the country, foreign capital has been flowing into Indonesia. Current emphasis is on agriculture and the industries which service it, understandably in a country where 75% of the population are employed on the land. But Indonesia is also rich in minerals—nickel, tin, bauxite and oil. Textiles, electricity, paper and transportation are earmarked for dramatic growth.

**THE HONGKONG BANK GROUP**

9 Gracechurch Street, London EC3V 9DU

With a population of about 120 million, Indonesia must offer tremendous possibilities for future trade.

The Hongkong Bank Group are in Jakarta and have branches in 35 other countries. They know about these possibilities and have packaged the facts into a concise 16 page economic summary of the Indonesian scene. Write for your copy now—and be briefed by the experts.



## COMPANY NEWS + COMMENT

## James Neill keeps to 21% forecast

ALTHOUGH THE chairman of James Neill Holdings, Mr. J. H. Neill, is still confident of paying a total dividend of 21 per cent for 1971, he doubts whether the level of profits will be as high as originally hoped for.

First half profits increased from £31,917 to £1,086,622, but the general level of sales, and the margins in certain product areas, have fallen short (and are still falling) of expectations.

Mr. Neill says he shall now be satisfied if the profit matches the £1,086,622 of 1970. His earlier forecast was a "modest increase."

The shortfall in sales stems from three adverse factors, says Mr. Neill.

Due to the general sluggishness of the economy and the lack of response to the Government's measures to stimulate expansion, the distributors de-stocking operation (which is occurring progressively, product by product) is taking longer than anticipated.

Secondly, sales have suffered, and are still suffering, from the implementation of the marketing and administrative changes essential to the effective integration of the two engineering divisions.

Thirdly, the demand is likely to be affected by the general uncertainty created by the impact of the currency crisis and by the impact on American business of the 10 per cent import surcharge.

Mr. Neill says he is confident that the company will be able to increase its market share.

He says the demand is likely to be affected by the general uncertainty created by the impact of the currency crisis and by the impact on American business of the 10 per cent import surcharge.

He says the demand is likely to be affected by the general uncertainty created by the impact of the currency crisis and by the impact on American business of the 10 per cent import surcharge.

Mr. Neill says he is confident that the company will be able to increase its market share.

He says the demand is likely to be affected by the general uncertainty created by the impact of the currency crisis and by the impact on American business of the 10 per cent import surcharge.

He says the demand is likely to be affected by the general uncertainty created by the impact of the currency crisis and by the impact on American business of the 10 per cent import surcharge.

Mr. Neill says he is confident that the company will be able to increase its market share.

He says the demand is likely to be affected by the general uncertainty created by the impact of the currency crisis and by the impact on American business of the 10 per cent import surcharge.

He says the demand is likely to be affected by the general uncertainty created by the impact of the currency crisis and by the impact on American business of the 10 per cent import surcharge.

Mr. Neill says he is confident that the company will be able to increase its market share.

INDEX TO COMPANY HIGHLIGHTS					
Company	Page	Col.	Company	Page	Col.
Bishopsgate Property	21	3	Lipton (L.)	21	3
British Car Auction	20	4	London & Strathclyde	21	5
Brook Street Bureau	20	5	Mothercare	22	6
Currys	22	7	Neill (James)	22	1
Dunhill (Alfred)	21	3	North (M. F.)	20	2
Empire Stores	21	4	Peters (John)	21	8
Glaxo	21	6	Shipping Industrial	22	5
Goldberg (A.)	21	7	Tanganyika Concessions	21	7
Humber Fishing	22	6	Williams & James	20	5
Hunting Associated	20	3	Walthamstow Stadium	21	3

38 per cent, in trading profits, increased investment income and also a tax-free capital gain on the short-dated Government stock. However, almost all costs have continued to rise steeply, particularly of fuel, labour, repairs and fuel, Sir Cyril adds.

Later this year, arrangements in hand to sell off some unwanted land on the fringe of the Otlands Park Hotel estate, and directors are confident that this will provide useful funds for further development without any way detracting from the amenities of this hotel.

In the current half-year, the redevelopment of the Otlands Park Hotel ballroom wing, and the modernisation of Leicester Court Hotel will be completed and these hotels will then be making a full contribution to earnings.

**comment**

Since the greater part of M. F. North's business traditionally falls in the latter part of the summer months, the profit performance over the first half cannot be taken as much of a guide for the full year.

Nevertheless, the 19 per cent fall in interim pre-tax profits is significant, if only because it goes some way to illustrate the group's vulnerability to loss of rooms (not) during reconstruction. That is, of course, not the full story as the group also experienced a lower than normal U.K. demand. While there are signs that the demand is picking up again (and the overseas visitors have never abated), the group still may have to do much more than cancel out the last half's shortfall in the second half.

The interim dividend is an unchanged 4 per cent. Previous total was 8 per cent paid from pre-tax profit of £514,000.

Half-year 1971 1970

Profit	1,086,622	1,086,622
Tax	25,000	25,000
Net profit	1,061,622	1,061,622
Minorities	10,000	10,000
Attributable	1,071,622	1,071,622

The Board says that difficult international trading conditions are being encountered by U.K. survey and consultancy company. Prospects for the Aviation Support subsidiary have latterly improved but the real effect of this will not be apparent until 1972.

The group is engaged in land survey, technical engineering and aviation support services.

Mr. Neill says he is confident that the company will be able to increase its market share.

of 12.6 at 43p seems a trifle optimistic under these circumstances, particularly as Hunting missed its mid-term forecasts for both 1969 and 1970.

## British Car Auction sees 25%

PAYMENT of interim dividends by the British Car Auction Group is being re-introduced during the current year and on the basis of present trading, the payment of a 10 per cent dividend next May will be followed by a final of not less than 15 per cent in November 1972.

Directors are now recommending a single unchanged 15 per cent dividend for the year to May 31, 1971.

Pre-tax profits rose by £106,408 to £343,193 and included a contribution of £5,573 from Frome Motor Auction Sales for the five months to May 31, 1971.

At halfway, pre-tax profits had risen from £112,782 to £213,732 and directors said that the improvement would be maintained during the remainder of the year.

1971 1970

Profit before taxation	343,193	247,782
Tax	18,704	12,500
Adjusted prior years	7,100	1,482
Minorities	22,800	13,100
Attributable	322,389	222,260
Dividend	62,377	62,377
Retained	260,012	159,883

Once again, motor auctions profits have shown a very satisfactory improvement in the current year. Sales at auctions rose from £20m. to £22m. in 1971. At half-way, pre-tax profits had risen from £112,782 to £213,732 and directors said that the improvement would be maintained during the remainder of the year.

**comment**

After increasing pre-tax profits by 77 per cent in 1969-70 and 35 per cent at the more recent half-way stage, BCA has lifted 1970-71 profits by 44 per cent (or 40 per cent excluding acquisitions).

Although used-car prices were generally stronger in 1970-71, the turnover, increase of over a quarter was largely due to the continuing strong increase in volume throughput from the fleet operators. Under annual fleet disposals account for about 60 per cent of the business (the trade accounts for the rest) and but for the Ford strike—Ford being a popular fleet manufacturer, the lack of new cars delayed the disposal of used ones—profits would have been at least 15 per cent higher. So with BCA operating at largely fixed costs and the rate of growth in volume showing no signs of falling off (1971-72 will see the first benefits of the Ministry of Defence contract), the increase in profits could be 21 per cent against the 1971 loss of 30p—the shares on a p/e of just under 16 (annualising the contribution from the acquisition) seem likely to go higher.

Mr. Neill says he is confident that the company will be able to increase its market share.



Mr. H. Roland Bourne, chairman of S. Hoffmann and Co., the importers, merchandisers and retailers, which gets 90 per cent of its profit from Australian operations, is seen at the annual meeting in London yesterday.

## DIVIDENDS ANNOUNCED

Company	Current payment	Date of payment	Corresponding year	Total last year
Bishopsgate Trust	(£) 15	Nov. 9	6	20
British Car Auction	15	Nov. 15	15	15
Brook St. Bureau	15	Nov. 15	15	15
Empire Stores	15	Nov. 15	15	15
Glaxo	15	Dec. 14	15	15
A. Goldberg	15	Nov. 15	15	15
Green Group	15	Nov. 15	15	15
Hunting Associated	15	Nov. 25	15	15
L. Lipton	15	Nov. 25	15	15
London and Strathclyde	15	Nov. 24	15	15
James Neill	15	Nov. 24	15	15
M. F. North	15	Dec. 8	15	15
Panawate Tea	15	Nov. 18	15	15
Shipping Industrial	15	Jan. 31	15	15
Tanganyika Con.	15	Jan. 31	15	15
Walthamstow Stadium	15	Dec. 7	15	15
Williams and James	15	Dec. 7	15	15

**comment**

ANNOUNCING a lower first-half pre-tax profit of £226,333 for 1970-71, Brook Street Bureau of Mayfair, the clerical and secretarial agency, against £322,872, joint chairman Mr. Eric Hurst says trading results suggest a total for the current year of £560,000 to £700,000.

The interim dividend is maintained at 15 per cent. For 1970, a total of 45 per cent was paid on a record pre-tax profit of £722,355. In his annual statement in June, Mr. Hurst said that despite the Post Office strike, pre-tax profits in 1971 should exceed those for 1970.

Mr. Neill says he is confident that the company will be able to increase its market share.

## ISSUE NEWS

## £10.2m. rights by Cable Trust

Arrangements are in hand for being provided by The Chase Manhattan Bank, the National Cable and Wireless (Holdings) of Westminster Bank Group, Neder-35p each to raise same £10.2m. bank. The Royal Bank of Canada and Westdeutsche Landesbank Girozentrale.

See also Page 15

**NEW DEALINGS**

Dealings started yesterday in the Ordinary 10p shares of Continuous Stationery. The shares which were offered at 55p, opened and closed at 57p.

Net assets attributable to the ordinary stock units on September 22 are estimated to total £124,505,000 (1970) including £3,000,000 (41p) in respect of the full dollar premium of 25 per cent. No allowance has been made for the contingent surrender of 25 per cent of the dollar premium totalling £750,000 (1p) for the share unit liability for the £8.3m. five year loan for the Venezuelan De Nitrogeno. The net asset value of 174p shares with 136p on December 31, 1970.

**VENEZOLANA DEL NITROGENO**

Arrangements have been made by Bishopsgate Trust and Co. for the £8.3m. five year loan for the Venezuelan De Nitrogeno. The loan, which has the guaranty of the Corporation Venezolana De Fomento, was provided by the Bank of London and South Africa, Bishopsgate Trust and Co., Midland and International Bank, Royal Bank of Canada and United California Bank (London).

See also Page 24

**EAST RAND**

East Rand Consolidated's shares go ex-rights to-day and documents will be posted on October 15.

**OFFICIAL QUOTATIONS**

Brammer (N) Ann Co.—£2,582 New Ordinary shares of 50p each, fully paid. Smith's Butterflies (Glasgow) Ltd.—£100 New Ordinary shares of 100p each, fully paid. Secured Loan Stock 1969/80 fully paid. A/L fully paid; all paid.

**MARTIN FORD**

Shareholders in hand for an offer for sale of 3.7m. Ordinary 10p shares in Martin Ford.

The company which operates a chain of shops retailing women's separates achieved pre-tax profits in the region of £400,000 from a turnover of about £2m.

Full details will be published on Monday, October 18. Brokers are Messel and Co.

**RANK XEROX**

Arrangements have been made for a £25m. 8 year credit facility for Rank Xerox. The credit is for Rank Xerox.

An unchanged interim dividend of 73 per cent is declared. The 1970 total was 174 per cent.

**comment**

Williams and James's first-half jump of 48 per cent, in pre-tax profits, reflects last year's 20 per cent increase in capacity, which, coming on stream for the first time, has allowed the group to take a larger share of the market for compressed air equipment. However, W. and J. is mainly involved in the capital equipment sector and the currently low level of capital investment in industry generally is probably responsible for the second-half downturn in sales of £1,055,179 (£801,685). Tax takes, £27,130 (£22,000).

The directors report some reduction in the rate of receipt of new orders for delivery in the second half. The company manufactures compressed air, vacuum and an understandingly cautious prospective p/e of 9.

## INTERIM STATEMENT

## First Investors International Mining &amp; Petroleum Fund

S.A. Luxembourg

Summary of Half-Yearly Report to 30th June, 1971.

The net asset value of the Fund as at 30th June 1971 was \$10.03; 62.5% of the assets of the Fund at 30th June 1971 were in the United States and Canada, divided 16.4% and 46.1% respectively. In these two countries the market is continuing its recovery. Prospects for the exploratory oil companies in Canada appear excellent and the Fund is heavily invested in this area. As the political climate has deteriorated in the Middle East, so the need for discoveries in the more stable areas of the world, such as Canada, has obviously increased. The recent deal between the Canadian government-backed Panarctic Oils Limited and some major U.S. companies, and rumours of further deals to come, ensure that large funds will be available to support the cost of drilling in the Canadian Arctic. Moreover oil and gas discoveries by Imperial Oil in the McKenzie Delta, gas discoveries on King Christian Island and Melville Island in the Arctic, and the condensate discovery on Seble Island off the east coast of Canada, strongly suggest the existence of oil and gas reserves in that region.

In mining, the slowness of the economic recovery has hurt in a number of fields, particularly in the nickel industry. But prices now appear to be discounting the worst and it is to be expected that increased economic activity will lead to higher metal prices and to better earnings by mining companies.

Outside North America interest was mainly centred on the Selection Trust nickel strike at Agnew in Western Australia. It will obviously be some time before the extent of this find is known but all the indications are that it will be of major importance.

Your Board therefore considers that whilst steady growth will be received from the stock held in the United States and Australia, Canada provides exciting prospects which the Fund is well placed to take advantage of at this time.

Copies of the Report are available from:  
First Investors & Savers SA (Geneva), 8 rue de la Corneille, 1204 Geneva 8.  
First Investors & Savers Limited, 15 Avenue de la Gare, 1000 Brussels 10.  
First Investors & Savers Ltd., 15 Avenue de la Gare, 1000 Brussels 10.  
Hanscomb Bank Limited, 41 Bishopsgate, London EC2P 2AA.  
Westdeutsche Landesbank, Girozentrale, 4 Dusseldorf 1, Friedrichstrasse 66.

## INTERIM STATEMENT

## First Investors American Trust

S.A. Luxembourg

Summary of Half-Yearly Report to 30th June 1971.

First Investors American Trust had a net asset value per share at \$10.67 of \$9.13, which compares with a net asset value at 31st December 1970 of \$7.33.

The money supply has continued to expand in the United States at an unusually high rate. This has given rise to fears that the expansion may lead to a new round of inflation and to a further increase in long-term interest rates. These fears were increased by the rise in the consumer price index in May at an annual rate of 6.9%, which contrasted with an annual rate of about 2.8% in the first four months of the year. This was bad news, but it remains true that the average rate in 1971 is far below that of 1970. Corporations have been rushing to borrow long term at an unprecedented rate so far this year but capital spending plans are being reduced and there are now distinct signs of a reduction in the boom calendar, so that it may be that the rise in interest rates at the long end has finished for the time being.

It was reported that mutual funds suffered net redemption in May for the first time since the statistics started to be kept. In June there were also net redemptions, though to a much smaller extent. This naturally gave rise to widespread concern. However, it should be remembered that while the total value of mutual funds is about \$1.5 billion, corporate pension funds alone have a net cash flow annually of about \$1.5 billion, and this inflow is far more important than the small fluctuations in sales and redemptions of the mutual funds. It is not altogether surprising that small investors, who saw the value of their mutual fund holdings very badly hit during the bear market, should have been inclined to cash in some mutual funds when the market took their investment back to near its previous value. But when the signs of economic recovery become clearer the small investor will probably be buying mutual funds again.

The general economic scene continues to be one of recovery, even if at a slightly disappointing rate. All the indicators point up, and it is especially encouraging that retail sales and housing are strong. The most recent unemployment figures were favourably influenced by a statistical quirk, but even allowing for that they were encouraging.

Although the continued weakness of the dollar is certainly a worry, your Board feels that prospects are still on the whole most encouraging and that there are very good values obtainable, particularly after the recent setback.

Accordingly, the Trust is currently highly leveraged. As always this situation is being watched most carefully, and the leverage can be reduced or eliminated very quickly.

Copies of the report are available from:  
First Investors & Savers SA (Geneva), 8 rue de la Corneille, 1204 Geneva 8.  
First Investors & Savers Limited, 15 Avenue de la Gare, 1000 Brussels 10.  
First Investors & Savers Ltd., 15 Avenue de la Gare, 1000 Brussels 10.  
Hanscomb Bank Limited, 41 Bishopsgate, London EC2P 2AA.  
Westdeutsche Landesbank, Girozentrale, 4 Dusseldorf 1, Friedrichstrasse 66.

**Want to hide 85 Bactrian Camels?**

No doubt we could find the space—but, honestly, can you see us as providers of dry docks for ships of the desert? We much prefer to offer our first-rate modern factories to enterprising business men—and kindly remove your flock, in a mirth-dispersing camel herd and leave our driveway accessible.

We have, for a more practical use, 150,000 sq. ft. of Standard Factories READY NOW!

**CUMBERNAULD**

enquiries to:  
Brigadier C.H. Cowan, M.A., C.Eng., MICE, MBIM,  
Cumbernauld Development Corporation,  
Cumbernauld House, Cumbernauld, Scotland.  
telephone: Cumbernauld 21155

**There are still those who've never heard of CMT**

ملكو من المال







# INTERNATIONAL COMPANY NEWS + EURO MARKETS

## Surprise \$A17m. Rowntree bid for James Stedman

BY MICHAEL SOUTHERN, AUSTRALIA EDITOR

SYDNEY, October 11

ROWNTREE MACKINTOSH, through its wholly-owned Australian subsidiary, today announced a bid for one of the few independent Australian confectionery companies, James Stedman. The bid, worth \$A17.3m, came as a surprise to the Stedman directors, who had already accepted a bid from another Australian-owned company, Life Savers.

Rowntree's bid was submitted to directors of Stedman late last night and released to the Sydney Stock Exchange this morning. As yet, there has been no response from either the Stedman directors or from Life Savers.

If Rowntree is successful with its bid, it will increase its share of the \$A15m retail confectionery market in Australia from around 7 per cent. to just over 20 per cent. The market leader is Cadbury Schweppes, of the U.K., with around 35 per cent. of the total market. Life Savers is second, with 15 per cent. of the market. Rowntree, which has a 20 per cent. market share in the chocolate market, is still smaller in its share of the confectionery market.

Rowntree Mackintosh has been involved in Australia for many years, but in 1963, it opened a

## Three choices now for group fighting Bastogi merger

BY OUR OWN CORRESPONDENT

MILAN, Oct. 11

OFFICIAL figures released by the Milan Bourse Committee show that the West Deutsche Landesbank (WDL) received 12,826 Bastogi shares in response to its public tender offer to buy 20m shares at Lire 2,500 each on behalf of an unnamed international group.

A decision whether or not to accept the shares offered is expected within the week, so preserving to the end the cliff-hanging drama of Italy's most financial struggle since the war.

The situation now has three potential lines of development. First, the international group may admit defeat in its aim of gaining control over Bastogi by declining to accept the shares offered. This would allow the Bastogi-Itali merger to proceed as planned.

Alternatively, the group might accept the shares offered. If it believes that these, when added to the 7.7m shares pledged by the Bastogi shareholders' meeting last month and an unknown amount in the hands of supporters, would enable it to take control of Bastogi and block the proposed merger.

It is also possible that the international group will accept the shares offered, but will then propose a reorganisation of Italian finance starting with the merger between Bastogi and La Centrale Finanziaria and a wide ranging portfolio reshuffle.

The third development would arise if the international group were to accept the shares offered, but then to propose a small margin only.

In this case, it is a strong possibility that the international group will accept the shares

## FOREIGN BANKS IN SWITZERLAND

## Why controls are tighter

BY NORRIS WILLATT

THE SWISS BANK Corporation has just checked up on a notable first step in becoming the first Swiss bank to open a branch in Japan, in Tokyo. Not at all by coincidence, this Bank of Tokyo recently became the first Japanese bank to open a Swiss branch, in Zurich.

This quid pro quo symbolises the fact that the highly hospitable Swiss bankers have decided that, from now on, hospitality will have to be a two-way street, as part of a programme for tighter control of foreign banks. The programme itself is also motivated by such considerations as the acute shortage of bank staff in Switzerland; growing competition for international banking business; and concern for preservation of the image of security and propriety which the Swiss banks sedulously seek to present to the world—especially the last named.

Concern about the image has been heightened lately by a couple of scandals involving foreign controlled banks in Switzerland, the United California Bank (formerly the Salik Bank), of Basel; and Banca Valigiano, of Lugano. The banking community hopes that subsequent changes to the national banking law, which became effective on July 1 of this year, will minimise this kind of risk, and otherwise oblige foreign banks to conform to the standards and practices of their domestic counterparts.

The foreigners can hardly complain. The Swiss have allowed 324 of them to come in, either with subsidiaries or branches, to compete in their already heavily banked country, so that the outsiders have now come to total close to one-fifth of the total of a little over 500 banks doing business within the Confederation.

Moreover, in the second and third centres of banking after Zurich—that is Geneva and Lugano—foreign banks have become more numerous than domestic ones. Geneva plays host

## "Liat needs £3.4m. in cash"

BY OUR OWN CORRESPONDENT

BRITISH West Indian Airways, the Trinidad Government-owned airline, has said in a statement issued in Port of Spain that if the British Court Line Group eventually buys its 75 per cent. share in Liat, the new owners would immediately to Liat's existing fleet of 11 aircraft.

BWIA says the need to find a new owner for Liat is necessitated by the letters of request—Liat needs £2.4m. now for new aircraft and £1m. over the next two years. It is absolutely impossible for BWIA to provide these funds.

Liat, which was founded in 1946, operates Britain's largest charter airline did become Liat's new majority owner on 100-seat BAC Dne Eleven and 120-seat four-engine Avro 748s, which would be added immediately to Liat's existing fleet of 11 aircraft.

The BWIA statement, which comes in the wake of rumours about Liat's purchase, stresses that the airline has not yet been

## Bethlehem cut NY plant workforce

By Jurek Martin

NEW YORK, October 11

BETHLEHEM STEEL, second largest steel company in the U.S., has decided to cut back the workforce at its major open hearth plant at Lackawanna, New York, by one-third because it plans to produce much less steel there.

The company has previously announced that the open hearth furnaces at the Lackawanna plant were being phased out, largely because of the high cost that would result from installing necessary pollution control equipment. At one time, it was the fourth largest individual steel mill in the country, employing as many as 18,000 people.

## Invasion

Such an invasion has inevitably caused problems. In the first place, there is the simple matter of staff. Every new bank which opens up needs qualified employees and these are growing scarcer as the authorities tighten their restrictions on the standards and practices of their domestic counterparts.

The foreigners can hardly complain. The Swiss have allowed 324 of them to come in, either with subsidiaries or branches, to compete in their already heavily banked country, so that the outsiders have now come to total close to one-fifth of the total of a little over 500 banks doing business within the Confederation.

Moreover, in the second and third centres of banking after Zurich—that is Geneva and Lugano—foreign banks have become more numerous than domestic ones. Geneva plays host

## IN BRIEF

### Europe

● PHILIPS AG, of Zurich, Swiss subsidiary of Philips Gloeilampenfabriek, will float SwissFr.60m, 64 per cent. 15-year loan at par on the Swiss capital market. SwissFr.60m. Bonds will be convertible on basis of one nominal SwissFr.30 share for one bond.

● CHARGOURS REUNIS first-half 1971 profit rose to Fr.19.4m. from 14.4m. in same 1970 period.

● ANTAIR PETROLEUM DE L'ATLANTIQUE first half 1971 gross profit rose to Fr.10.7m. from 9.4m. in same period last year. In same period last year, 1970 result suffered from high freight charges and difficult market situation.

● AU BON MARCHE (Maison Armand) first half turnover of the Willot Group, said 1971 half turnover totalled Frs.107m. compared with 106.8m. in same period last year.

● CIE PECHINEY Unit Ste d'Exploitation et d'Interests Chimiques, will ask shareholders to authorise convertible bond issue up to a maximum of Fr.100m. Bonds will be convertible on basis of one nominal Fr.30 share for one bond.

● MURPHY OIL CORPORATION, of El Dorado, Arkansas, declared a quarterly dividend of 15 cents a share on common stock. It also declared quarterly dividends of 15 cents a share on cumulative preferred stock, series "A" and 12.50 cents a share on cumulative preferred stock, series "B". All payable December 1 on record December 15.

● KAISER ALUMINUM AND CHEMICAL CORPORATION reported third quarter earnings of \$2.03m. or 6 cents a common share, before a non-recurring loss of \$7.5m. on sales of \$211.68m. Earnings for same quarter last year were \$7.5m. or 25 cents a share, on sales of \$210.9m. For the nine months, earnings amounted to \$22.58m. or \$1.06 a share, before the non-recurring loss of \$7.5m. on sales of \$682.2m. in same 1970 period.

● FLEXIBLE TUBING AFRICA expects to make profit in fourth quarter 1971 and in all 1972, following losses in 1969, 1970 and the first three quarters of 1971. Preparations for listing the company's stock on the Johannesburg Stock Exchange will be undertaken when the company becomes profitable. Company is 92 per cent. owned by Tube Investments of Great Britain, and 8 per cent. by Bos Werthe, of Switzerland.

● NDMURA SECURITIES has opened representative office in Frankfurt. It will be officially opened on October 20, as part of the company's European expansion programme.

## North America

● PUBLIC SERVICE ELECTRIC AND GAS COMPANY has completed negotiations for the sale of 3,500,000 shares of common stock to a group of underwriters headed

## Others

● MERRILL LYNCH PIERCE FENNER & SMITH at a price of \$24.575 per share. The underwriters began offering the shares to the public at a price of \$23.375 per share.

● MURPHY OIL CORPORATION, of El Dorado, Arkansas, declared a quarterly dividend of 15 cents a share on common stock. It also declared quarterly dividends of 15 cents a share on cumulative preferred stock, series "A" and 12.50 cents a share on cumulative preferred stock, series "B". All payable December 1 on record December 15.

● KAISER ALUMINUM AND CHEMICAL CORPORATION reported third quarter earnings of \$2.03m. or 6 cents a common share, before a non-recurring loss of \$7.5m. on sales of \$211.68m. Earnings for same quarter last year were \$7.5m. or 25 cents a share, on sales of \$210.9m. For the nine months, earnings amounted to \$22.58m. or \$1.06 a share, before the non-recurring loss of \$7.5m. on sales of \$682.2m. in same 1970 period.

## BIDS AND DEALS

## Northern Dairies acquiring stake in Hull Brewery

In a five-sided deal announced last night, Northern Dairies Ltd. has agreed to acquire a 49.9 per cent. stake in Hull Brewery, which will eventually end up at Rowntree Mackintosh giving that concern 100 per cent. of Northern Dairies.

In the process Allied Breweries and Bass Charrington, both with shareholdings in Hull Brewery, will collect between them £174,824 from Rowntree Mackintosh.

Northern stressed it will for the present hold the 27.1 per cent. "as an investment" and this will be bound to disappoint the market which was looking for a full bid and yesterday put the Hull share price up 5p to 193p on week-end rumours to this effect.

Mr. Nicholas Hirstley, Northern's chairman, said the recent arrangements were worked out because Allied Breweries was anxious to unload its stake in Hull. Canvace and Co. brokers to Northern, Allied and Allied, acted as the catalyst. The final piece fell into place because Rowntree had seen its stake in Northern diluted by the recent acquisition of Walker and Martin and wished to rebuild its interest to around the 10 per cent. mark.

The deal, so far verbally agreed, will see Northern acquire 16.1 per cent. of its enlarged capital in exchange for Allied's 61.6m shares in Hull and Bass's 37.0m shares in Hull.

The Northern shares will subsequently be acquired by Rowntree for cash. Bass's shares are not valued at 50.0m Northern shares. The consideration values each Northern Ordinary at 125p compared with last night's price of 124p, up 1p.

## BLASKEYS

Pre-tax profits for Blaskeys (Wallpapers) "substantially the same" as in 1970, when the figure was £230,000, are forecast for 1971. The chairman, Mr. Lionel Blaskey, said in a letter to shareholders in which he outlined details of the agreed bid by Leyland Paint and Wallpaper.

In addition, he discloses that in the first half of 1971, pre-tax profits rose from £53,680 to £58,736, while after tax profits were up from £49,680 to £57,756.

Leyland won control of Blaskeys by making its 40p share bid of £1.8m. The takeover was accepted by the directors and their families in respect of over 10 per cent. of the equity. Earlier, Grimsdale Winslow had made a 49.9 per cent. offer. Mr. Blaskey announced his intention of countering Leyland, but failed to do so because of the irrevocable acceptance by the Blaskeys directors.

GW appealed to both the executive of this Take-over Panel and also the full Panel, but in each case failed to "undo" the Leyland deal. However, as a result, the Panel announced that it would be taking steps to discourage the practice of "shut-out bids".

## COLLARS ACCEPTS

Privately-owned Office Cleaning Services is making a £300,000 bid for Collars, the Glasgow-based laundries and suppliers of collars, shirts and industrial and household linen. The offer, of 27p cash a share, has the backing of the Collars Board, which is accepting the offer. OCS already owns some 25 per cent.

OCS, apart from its business as office, window and general cleaning contractors, also has interests in the laundry. Part of this interest is in Linen Hire and General Launderers, a company which was owned 50.50 by Collars, but which is now a wholly-owned subsidiary following the acquisition of Collars' interest for £50,000 cash. OCS has also assumed responsibility for loans of £18,000 made by Collars to Linen Hire.

In addition, OCS is to acquire for £12,500 cash the Co-op interests of Collars, which had a book value at end-March last of £23,253.

In the negotiations, OCS was advised by N. M. Rothschild, while Collars was advised by Thomson McLintock.

## TOWER ASSETS

Tower Assets announces permission to deal in and quotation for the Ordinary shares and loan stock to be issued pursuant to the offer for the Ordinary shares in Bluestone and Elvin has been granted.

The offers for Bluestone, are unconditional and remain open.

## POONMUDI

Poonmudi Holdings has received 109,638 in London following the sale of shares held in India purchased from the balance of sale proceeds of the Torralma and Bonacore estates sold in 1967.

## BRITAX-EXCELSIOR

Rumours that Griffiths Bentley, the metal pressing group, was the likely bidder for Britax-Excelsior were neither confirmed nor denied yesterday. Mr. J. C. Court, GB's chairman, commented: "I have read the reports with interest, but they must be treated as purely speculation." Beyond that, he added, "I can only say 'no comment'."

At S. G. Warburg, advisers to

## SELECTED EURO DOLLAR BOND PRICES

Mid-day indications		Bid		Offer	
Borden 6 1/2% 1981	104 1/2	104 1/2	105 1/2	105 1/2	106 1/2
Chrysler 6 1/2% 1980	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1980	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1981	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1982	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1983	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1984	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1985	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1986	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1987	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1988	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1989	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1990	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1991	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1992	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1993	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1994	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1995	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1996	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1997	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1998	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 1999	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2
Continental Tel. 6 1/2% 2000	102 1/2	102 1/2	103 1/2	103 1/2	104 1/2

## Shipping Industrial Not much change keeps to forecast at Currys

ON THE BASIS of results for the first six months and assuming over the rest of the year no further adverse developments, the profits for 1971 of Shipping Industrial Holdings should be as forecast. This is announced in a joint statement by the chairman, Mr. J. O. Hambro, and the deputy chairman, Sir Alexander

## Peak profit by Humber Fishing

Increased sales and more of this market leading to record profits are reported by Humber Fishing and Fish Mure Company. Investment in factory modernisation and plant over the past year has paid off, says Sir Bryan Sanderson, chairman.

Pre-tax profits are up by £20,237 to a record £110,127, which is "a substantial advance" because the other side of the balance sheet has been naturally had to pay for the improvements.

A final dividend of 4p per Ordinary share is proposed, making 6p (5p).

The company's name is to be changed to Humber Fisheries.

## Mothercare scheme

Mothercare is planning to introduce an executive share incentive scheme on the pattern pioneered last year by C. Warburg and Cunard. Advised by Warburg, Mothercare is putting forward a scheme which is in some ways more generous than the participants' original proposals.

Participants, selected by a committee consisting of the chairman and other non-participating directors, will be able to buy special incentive shares with restricted rights, at a price determined by the committee. A total of 1,500 incentive shares of 10p each will be available for the first issue. It is intended that the subscription price should be 25p a share. No participant will be entitled to more than 300 incentive shares.

The incentive shares give holders the right to a share in any growth in profits above a base level, to be used from time to time in paying up new Ordinary shares in the company, for the first issue of incentive shares, the ordinary price has been fixed at 27p.

The growth targets are quite tough, since participants in the scheme get a share of profits growth only when earnings per share exceed the highest earnings per share in any previous year. They also face a slight problem since the shares into which their incentive allotments will be converted are not quoted on the Stock Market.

The share of profits growth to be allotted to the incentive shares is a maximum of 5 per cent. when they are all issued. The scheme will end when the aggregate nominal amount of Ordinary capital issued or capable of being issued to participants reaches £4,400 (4 per cent. of the present Ordinary) or on September 30 1981 if earlier.

## CUSSENS GROUP

Mr. Simon H. Cussens, chairman of Cussens Group, told the

## BHG SELLS WOOD SHARES BUT WILL STILL BID

Barrow Hephurn and Gale, the leather and chemicals group, has taken a profit on its holding in W. Wood and Son, makers of Revelation luggage, by selling 164,500 shares (nearly 10 per cent.) in the latter company at nearly 11.75p a share. At the same time, however, BHG made it clear yesterday that it still intends to press ahead with the bid for Wood announced on Friday.

Explaining the move, Mr. G. W. Odey, BHG's chairman, said that following the purchase of S. Norton recently, a further acquisition in the luggage field would be helpful. However, he felt that the market was grossly overvalued and since this acquisition was not "the most sensible thing to do" was to sell our interest.

On Friday, BHG said that it intended making a bid for Wood worth just over 54p a share. This was conditional on a deal, announced earlier in the day, whereby Associated Development Holdings is to sell its British Luggage subsidiary to Wood for

## MARAWAN (JAVA)

Shareholders of Marawan (Java) Rubber Plantations are reminded that the last day for acceptance of the offer on behalf of Cliff and Co. is Friday.

## WINDING-UP

Mr. Justice Ploemman in the Chancery Division yesterday made orders for the compulsory winding-up of the following companies:

Beverly Advertising Service; Biggitt Hill Garage; British Hush and Brake Company; East West Holidays; Isakell; Camerones.

Ledanois; J. R. (Manly); A. Newman and Sons (Builders and Decorators); Studio Cottage; Mortgages and Finance Brokers; and Hexagon Park Lane.

## THE DIRECTORY OF DIRECTORS

The Leading personalities in British business, finance, industry and commerce. The names and addresses of almost 40,000 company directors with a list of their appointments. For the Banker, Trustee, Stockbroker, Solicitor, Accountant, For the Managing Director, Sales Director and Secretary. For the Merchant, Hotel Manager, Estate Agent, Newspaperman. For the Contractor, Maker of Service Equipment, Seller of Merchandise.

£6.00 post paid

Thomas Skinner Directories  
RAC House, Lansdowne Road, Croydon, CR9 2HE

To: Thomas Skinner Directories (Circulars Dept.)  
RAC House, Lansdowne Road, Croydon, CR9 2HE  
Please send me copy/copies of the

Directory of Directors 1971

This book is published annually in July

Appointment

Name of Firm

Address

Signature

Remittance Enclosed ☐

Date



# Talks in Paris next week on Anglo-Soviet trade

BY MICHAEL SIMMONS, EAST EUROPEAN CORRESPONDENT

THE SCOPE now for Anglo-Soviet trade relations, with particular reference to the proposed "spin-off" project, will be discussed in Paris next week, by Sir John Stevens, chairman of the East European Trade Council.

He is hoping to visit the office set up there by the Russians. The office co-ordinates the thinking of the relevant Soviet Ministries and imports organisations involved in the "spin-off" project, and answers queries from would-be sub-contractors in Western Europe. It is understood that as many as 50 sub-contractors could go to Western companies.

## Formal invitation

A number of British companies, many of them with long-standing experience of selling hardware and services in the Soviet market, have expressed keen interest in participating in the project—which is ultimately to produce 150,000 heavy duty lorries a year.

Sir John Stevens met senior officials of a number of Soviet Ministries during a trade council visit to Moscow last month, just

before Britain ordered the expulsion of 105 Soviet diplomats and officials. He was told that substantial orders for Kame could well be placed in Britain, and that a "spin-off" in excess of £40m. could come Britain's way. His aim now will be to see whether these orders can still be entered.

Other projects in which the Russians had shown a very vigorous interest in having Britain participate include an iron ore palletising plant, north of Leningrad, and a big irrigation scheme near Smolensk. Talks have also gone beyond the exploratory stage with British companies interested in exploiting Soviet mineral deposits, notably bickel and copper, and also in joining in the development of containerisation in the USSR.

Only last week a top-level Soviet delegation concerned with a containerisation project left this country, after meeting a series of interested U.K. concerns, saying that it would be sending a formal invitation to them to continue the talks in Moscow.

The view of Sir John's council like that of other bodies such as the Russo-British

Chamber of Commerce and the London Chamber of Commerce, is that business contacts should be maintained on as broad a front as possible, despite the clamp-down announced by Moscow last Friday. British businessmen returning from the Soviet Union since the Soviet measures were announced said yesterday that business in hand with the Russians seemed to be proceeding quite cordially.

## Undoubted set-back

International Computers said yesterday that its Russian hand was still at low ebb. The British firm, which has been maintaining relations with Moscow staff of nearly 20, were as friendly as usual. Rank Xerox, whose Russian Moscow representative was among those expelled, held a meeting of the relevant managers in London and decided to press ahead with negotiations now in hand.

Bi-lateral political and diplomatic relations, however, are still at low ebb. The British view, after three days of thought about the Soviet measures, remained that these relations had suffered an undoubted setback, with little immediate prospect of improvement.

# IATA agreement on some fares

BY RAY DAFER.

AIR-FARE negotiations in Miami have resulted in unanimous agreement in a number of areas, the International Air Transport Association said yesterday. While "a significant number of Soviet fares already agreed have been maintained at present levels, some increases of under 5 per cent. have been applied to contract rising costs."

The worldwide international air traffic conference, which began on September 8, has reached agreement for travel between North, Central and South America on one hand and Asia and Australasia on the other. A similar agreement has been reached for travel within Asia and Australasia. Still under discussion are passenger fares and conditions of service for travel within the North Atlantic, and between North, Central and South America as well as between Europe, the Middle East and Africa and Asia and Australasia.

## Recessed

Negotiations for travel within and between Europe, the Middle East and Africa have been recessed, and will be continued later. The recessed fares for the area have already been completed, but details of many changes are not being published until after the recessed meeting.

The following details have been agreed by the conference, but are subject to Government approval. North and Central Pacific—The group inclusive tour fare during peak months has been maintained at the present level of \$500, while

the basic season fare was reduced to \$450, based on the U.S. West Coast or Canada-Tokyo route. This fare is available for groups of 15 passengers in the peak season, and 10 passengers during the rest of the year who buy holidays for a minimum of 14 days and a maximum of 35 days.

The affinity group fare for 70 passengers has been reduced by about \$50, for example, U.S. West Coast or Canada-Hong Kong at \$550.

South Pacific—Two new group fares have been introduced to promote tourism across the South Pacific. A group inclusive tour fare will be available to more than 15 passengers from the U.S. West Coast or Canada to Sydney at \$386. A minimum stay of 14 days is required.

The other new fare is for groups of 25 or more who are members of a common interest group or club, once again at \$585 on that particular route.

While the 23-day and 35-day inclusive tour fares have been maintained, increases of about four per cent. have been applied to the normal first economy, 23- and 28-day excursion fares.

Asia and Australasia: An extensive series of group inclusive tour fares have been introduced, the first time. Reductions of about 25 per cent. to nearly 40 per cent. depending upon the precise route, the number of passengers and the minimum and maximum stay.

All other fares for travel to and from the South Pacific were increased by up to about 4 per cent.

# Plan for ITV second channel ready soon

A BLUEPRINT for a second independent TV channel will be before Mr. Christopher Chataway before the end of the year.

The ITC has carried out two major examinations on a second channel. After final discussions the results should be on the Minister's desk by mid-December. The examinations were into financing the second channel and gaining opinion from ITV companies, the unions and other bodies closely involved with commercial television.

The ITC is anxious the plans should be with the Government as quickly as possible. Any delay would rule out the possibility of a second commercial channel before 1976 when the ITC Act and the BBC Charter both expire.

Until now, it has been felt Mr. Chataway would hold up plans for another network until then. The ITC hopes the Minister will relax the policy and give the go-ahead for setting up the second channel by 1974.

# Catering trade turnover up 1 per cent.

TOTAL TURNOVER of the catering trades in the three months June to August was 1 per cent. higher than in the preceding quarter, according to the Department of Trade and Industry. The increase is smaller than in other recent periods, and suggests a possible slackening of the general upward trend.

In August alone, the value of caterers' turnover rose on average by 7 per cent., compared with a year ago. For public houses, restaurants and fish and chip shops, however, turnover rose by 8 per cent.

In July the overall increase in turnover as compared with July, 1970, was 11 per cent. At the same time, public houses recorded a gain in turnover of 15 per cent. on a year earlier.

Other figures from the department show that the turnover of laundries and dry cleaners went up by 2 per cent. in August as compared with the same month last year, much in line with the increases in June and July but below the average advance in the first six months of 1971.

# Improved pensions for steelmen

A REVISED occupational pension scheme for the 2,000 steel workers employed by Brown Bayley Steels, of Sheffield, introduced this month, means that pensions to be paid will be at least £40 a year for every year worked up to the date of the start of the new scheme, and at £50 a year worked with the company from then.

Until now, workers were getting only £20 per year for every year served. The new pension will be on top of the standard state pension, which will not be affected.

The deal also gives workers a death-in-service benefit of £1,000. A special clause enables them to take up to one and a-half times salary as a lump sum in certain cases when they retire.

The current £500,000 pension fund will now be invested in a £111,000 fund, whose Sheffield subsidiary, Noble Lowndes and Partners, acted as consultants to the management and works committee on devising the scheme.

Christ Church Meadow saved

OXFORD'S Christ Church Meadow, threatened by a relief road, is to be saved under road proposals accepted by Mr. Peter Walker, Secretary for the Environment.

The Meadow was a national asset and not just an asset to Oxford or the University. Mr. Walker said yesterday. A road across the meadow—now in a rutting—would diminish its value.

Accepting the broad lines of plans submitted by the Council, the Minister referred to "the many years during which Oxford roads have been under discussion" and stated: "A decision is overdue."

## APPOINTMENTS

# Dr. Pearce to be Esso chairman

Dr. A. W. Pearce is to become chairman and chief executive of the ESSO PETROLEUM COMPANY from January 1. He will succeed Mr. N. P. Biggs who retired at the end of this year.

Joining the company in 1948, Dr. Pearce held a number of positions before being made general manager (refining) in London in 1956. In that capacity he was largely responsible for the construction of the Esso Refinery at Milford Haven and the Whitegate Refinery in Sire, in which Esso also has an interest.

After a period in the U.S., he returned to this country in 1963 and was appointed to the Board in December of that year with special responsibilities for marina operations and logistics. He has been managing director since August, 1968.

Mr. Biggs joined the Board of Esso from the City in 1962 and apart from a year's assignment as vice-president (finance) with Esso Europe Inc. has spent his entire career with the company on the Board.

Mr. P. G. van Oyen has been appointed manager of West End office of the ALGERINE BANK NEDERLAND N.V., which is to open at 120, Pall Mall, London, next Monday.

Mr. Robert O. Soeddon has been appointed general manager of WHITEWAY LAIDLAW AND CO., the banking subsidiary of Great Universal Stores.

Mr. Peary Jones has been appointed deputy head of programme services at the INDEPENDENT TELEVISION AUTHORITY. He will take up his post in October. Since 1967

Mr. Jones has been head of religious broadcasting at the British Broadcasting Corporation. He is succeeded at the BBC by the Rev. John Lang.

Mr. L. H. Miles has been appointed a director of WILLENHALL MOTOR RADIATOR COMPANY.

Mr. Donald J. Lanham, Mr. Richard P. Barwell and Mr. James B. Lewis have joined the Board of BARWELL ENGINEERING. Mrs. Sheila M. R. Barwell and Mrs. Helen R. Barwell have resigned from the Board.

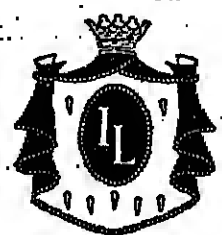
Mr. John Stratton, chairman of the council of the ROYAL SOCIETY OF ARTS in succession to Sir James Taylor.

Mr. Russell J. Clark has been appointed senior international executive (special relationships) of NATIONAL WESTMINSTER BANK'S International Banking Division. He will continue as the group's economic adviser.

Sir Denis Wright, formerly British Ambassador to Iran, has been appointed a director of STANDARD AND CHARTERED BANKING GROUP from November 1.

Miss Margaret Eve has been appointed director of DARRELL WATERS, which publishes the books of the late Enid Blyton.

Dr. Colin A. Fothergill has been appointed group chief geologist and an exploration manager of TRINIDAD CANADIAN OILS and will be based at the company's head office in London.



# Cussons GROUP LIMITED

The 33rd Annual General Meeting of the Company was held on 11th October, 1971, in Manchester.

The following are salient points from the Chairman's Statement and the Annual Report and Accounts covering the 52 weeks ended 28th March, 1971.

- ★ Turnover increased from £8,643,900 to £9,370,125
- ★ Group trading profit before taxation and exceptional items was £504,201 against £629,621 and after taxation and exceptional items was £287,829 against £321,826
- ★ Dividends for the period total 2.0p per 10p share, as against 2.833p.
- ★ The share capitals of Pure Products Ltd. and Linday-Polysulphin Ltd. were acquired during the year.
- ★ Growth in export business being accelerated and U.K. product range is to be extended.

# John Peters

(FURNISHING STORES) LTD.



"Record Results" reports Chairman, Manny Cussins

I am pleased to report a record year's trading. Both turnover and profitability for the year ended March 31st, 1971 have increased, and for the first time the profit before taxation and before providing for an increase in the deferred profit reserve exceeds £1,000,000. The Net Trading Profit is £940,690 against £783,536 last year. The Group's profits and savings per share have doubled in approximately five years.

Furniture Division: The reorganised Iford store of Harrison, Gibson has more than fulfilled our expectations. This is reflected in our record profit. Large premises at Bradford and Birmingham were opened in February, 1971 and a unit in the new precinct at Hartlepool in August, 1971. All three are excellent examples of modern retail planning and will make a useful contribution to the profits in the current year.

In January, 1971 we acquired for cash the whole of the share capital of Walfie and Hillander Ltd. After reorganisation (now in progress) we are confident it will prove of great benefit. (With only two months trading before our year-end we have not consolidated this Company's accounts in our Balance Sheet).

Clothing Division: Once again most satisfactory profits have been earned by all the constituent companies. The contribution is a record since we diversified into clothing. The management is alert to all technical developments and every effort is continuously made to improve quality and to increase customer satisfaction. Having sold the Park Lane factory of Headroom Clothes Ltd. which was under the threat of a C.P.O. we purchased from part of the proceeds an excellent factory centrally situated in Lady Lane, Leeds. This move was accomplished with a minimum of interruption to production.

Properties: Your Directors' valuation of the Group's freehold and leasehold properties as at 31st March, 1971, although not included in the Balance Sheet, does show a surplus over bank value of at least £1,100,000.

Dividend and Prospects: A final dividend of 15% is recommended; this together with the interim of 4% already paid, totals 19% for the year (17%). Your Directors also recommend a capitalisation issue of Ordinary Shares at the rate of one for every five held. Assuming trading conditions continue as at present, it is anticipated that this same rate of dividend will be paid next year on the increased capital. Since the year-end both turnover and profits have increased.

# The Neville Group LIMITED

MR. H. A. L. DAWES ON BOARD'S OBJECTIVES FOR FUTURE ADVANCEMENT

"Present indications are that the Group will do better in the current year than in 1970/71"

The 18th Annual General Meeting of The Neville Group Limited was held on October 8th in Birmingham. The following is the circulated statement of the Chairman, Mr. H. A. L. Dawes, F.C.A.:

The profits of the company for the year ended 31st March, 1971 were £478,937 before taxation and minority interests as compared with £704,854 for the previous year. The profits after taxation attributable to members of the company were £274,591 against £389,815 last year. The proposed dividend of £188,500 gross on the ordinary shares is covered 1.46 times by earnings after corporation tax.

As these figures indicate 1970/71 was a difficult year and the results are bad. The adverse swing in profitability of some £225,000 is attributable to three main causes. Firstly, we realised during the year in excess of £500,000 by sale of subsidiaries (in the main Parkes & Stokes, Lichfield Hotels and Lucas) which last year contributed approximately £73,000 to group profit. Secondly, we suffered two major reversals of profit at Country Kitchen Foods Ltd. (formerly Wington Vale Group Ltd.) and G. C. Phillips (Coventry) Ltd. which together accounted for a deterioration in group results of over £280,000. Thirdly, and against these adverse factors the remainder of the Group improved its profitability by some £130,000.

From the above it is proper to ask what action is now being taken and what is the Group's policy for the future. To answer these questions it helps to go back briefly over the history of the company.

## HISTORY

In 1958 when the company was made public its main activity through Neville Industrial Securities Ltd. was overhauling that of an issuing house. By 1965 the company had acquired (largely out of the profits of new issues) a widely diverse group of some 32 trading companies. This group of companies produced a major management problem for the group board, particularly as following my father's death it consisted of people whose main experience and ability was running a financial services business. Accordingly the board sought to appoint a director whose special responsibility it would be to examine the subsidiaries in depth and inform the board of their potential. In June 1968 Mr. John Sidwell was appointed to the board.

## NEW POLICY

The Group's structure has been changed. In consultation with Unwink Orr and Partners we examined the basic functions of the Group and its organisation and we now recognise that Neville Group is a holding company but that amongst its investments there is a banking and financial business carrying on many of the activities which were originally the main business of the Group. As a holding company our main task is to see that the Group's resources are invested in a manageable number of subsidiaries and that these companies have the right chief executive. These subsidiaries must be attractive to and capable of sustaining first class management teams. They must be entirely responsible for the way our funds are put to work to achieve the objectives agreed with the managing director as those being required by the Group Board. We are determined to see that the management team, headed by the Chief Executive, represents management in depth and does not consist of a 'one man band'. That is not to say that we discourage an individual approach and initiative—quite the reverse! Our success will depend almost wholly on the ability of our chief executives, through their own styles of management, to meet Group objectives. We have too many subsidiaries and we must only invest in companies of sufficient size to give opportunity and incentive to their management teams.

## THE BOARD

To implement this policy, in June of this year Mr. Sidwell was appointed Managing Director and Mr. J. A. Kenwright joined the board. At the same time Mr. Peter Griffiths resigned from the board to concentrate his attention on G. R. Owens & Company, the Group's banking subsidiary, which is at present absorbing the activities of Neville Industrial Securities.

## THE PRESENT POSITION

At the present time we have 11 subsidiaries 8 of which I refer to in detail below. Since the year and G. C. Phillips has been sold. Terms have been agreed in principle for the sale of our 55% interest in Holders of Congressbury and negotiations are at an advanced stage in the realisation of F. W. Tomkinson. The sale of our 70% interest in St. John's House Ltd., a property investment company, is now under consideration.

## Analow Stamping Co. Ltd. — Drop forgers and Heat treatment specialists.

The Analow Stamping Co. Ltd. has done extremely well to produce what must be regarded as a good profit in a very difficult year for the forging industry. This reflects great credit on the management which has made many fundamental changes in the last two years. These changes have in the main been concerned to see that management has greater depth and a more participatory approach to the business' major decisions. There has been a considerable increase in heat treatment capacity, which is being further increased in the current year. In view of the forging industry's difficulties the current year should be viewed with extreme caution. However, the company has traded well in the first quarter and provided the inferences drawn from present indications do not prove premature, Analow should earn substantially increased profits in the current year.

## Auto Precision Group Ltd. — Manufacturers of

The Auto Precision Group Ltd. has produced a satisfactory profit in a difficult year. Unfortunately this company is now facing greatly increased difficulties as the volume of business in

the turned parts industry has quite recently deteriorated to the point where trading conditions are the worst for twenty years. Present indications are that this company may not do much better than break even in the current year.

## Cogent Elliott Ltd. — Advertising agents.

Cogent Elliott Ltd. has produced a good profit. This is particularly encouraging in view of the advertising industry's climate in recent years and the complete intangible change that our agency has undergone in the last three years, through amalgamations, in staff continuity, and a new office location. It is now regarded as one of the major new forces on the advertising scene. Whilst it is reasonable to expect this level of competence to yield above average profits over the years, the adherence to these standards and a short term effect of changes on the level of billing means that drawing conclusions from the present indications could be misleading when considering the year to 31st March, 1972.

## Wm. Cole & Sons (Builders Merchants) Ltd.

Wm. Cole (Builders Merchants) Ltd. has produced a very good profit. This is a remarkable business in that it produces substantial profits on virtually no capital employed and a very small staff. Its name is probably misleading in that its main customers are not the building trade but the general public, to whom it supplies a vast number of consumer items for the home at prices considerably below the conventional retail outlets. It achieves this by selling a large volume on very low operating costs. Present indications are that the profit in the current year will be about the same as the previous year.

## Country Kitchen Foods Ltd.

Mushroom growers. Present indications are that Country Kitchen Foods Ltd. (formerly Wington Vale Group Ltd.) loss of £58,000 and a number of three years of continuing major set-backs. New management has made considerable progress and has stopped the downward trend. Whilst considerable difficulties remain, these have mostly been identified and remedial action is underway. The company's major weakness has been production. To be fully competitive with the best competition an improvement of the order of 30% in output is still required for every £1 spent on production. On the other hand this company has some very considerable strengths, the most important of which is its marketing capability under the brand name 'Country Kitchen'. It is the largest mushroom producer in the United Kingdom currently producing at the rate of 17 million lbs. per annum and accounting for around 20% of the British Market. This compares with 12 million lbs. in the year to 31st March, 1971. Present indications are that Country Kitchen Foods Ltd. will trade profitably in the current year and once this gap in production capability can be narrowed substantially the Group will have a most valuable asset.

## G. R. Dawes & Co. Ltd. — Bankers.

Following the re-organisation, it has been decided to merge the financial activities of Neville Industrial Securities Ltd. with the bank and trade in future under the name G. R. Dawes & Company Ltd. In addition to my responsibilities as Group Chairman, I will act as Executive Chairman of the Bank. The present level of trading is encouraging and the bank will not, I believe, be adversely affected by the changing attitudes of the Joint Stock Banks and the greater availability of money. Our rates of interest have never been of an opportunistic nature and consequently our business is stable. The results for the current year should show a satisfactory improvement on last year.

## S. Edge & Son Ltd. — Shoe manufacturers.

S. Edge & Son Ltd. has had a very good year indeed. The shoe industry produces some very mixed results and although trading conditions have on the whole, been quite good during the period under review, few companies, if any, have produced better results relative to capital employed. This company has a long tradition of producing excellent quality shoes at competitive prices. The production environment is extremely stable and great pride is taken throughout the factory on the quality of the product. Much of the credit for these results must, however, be given to the management who, being extremely market orientated, make full use of this excellent production capability. Present indications are that Edge will do better in the current year.

## G. & E. Equipment & Contracts Ltd. — Manufacturers of plastic moulded products.

G. & E. Equipment & Contracts Ltd. has produced a good profit, which compares favourably with others in this industry. After several years of selling good profits on static turnover, progress has been made with new products and every effort is being made to resume growth. Present indications are that this could bring a small increase in profits in the current year.

## LOAN STOCK 1971-73

The proceeds of the realisation of subsidiaries referred to above will be kept liquid as in June, 1973 we have approximately £1 million of Loan Stock to repay.

## PROSPECTS

Present indications are that the Group will do better in the current year than in 1970/71. We have had a major change of policy with regard to the management of the Group. Change inevitably causes uncertainty which can be extremely upsetting. It is greatly to the credit of my colleagues on the Board, and the chief executives of our subsidiaries that this change has taken place quickly and efficiently. To the employees throughout the Group I wish to express my sincere thanks for their loyalty and hard work in a difficult year.

## MR. TARKA IS NEW IMCO CHIEF

The seventh assembly of the Intergovernmental Maritime Consultative Organisation—a United Nations body—at present meeting in London has elected as its president for the next two years Mr. J. S. Tarka, Federal Commissioner for Transport, Nigeria.

Mr. G. Balasoiu—Director at the Ministry of Transport and Telecommunications, Romania—and H. E. F. Sheehy, Acting Deputy Minister of Communications, Saudi Arabia—have been elected vice-presidents of the organisation.

## DU PONT'S CONSERVATION SERVICE

A consultation service aimed at improving power generating efficiency and cutting costs for any manufacturing operation is being offered by Du Pont's newly formed Division of Education and Applied Technology. This new service is based on internal developments and stems from the success of power conservation programmes developed over many years by the company's engineering department.

## ANDREW SCOTT NEW DIRECTORS

The Board of Andrew Scott (Civil Engineers), of Gage, Margam, Port Talbot, has been augmented by three new directors who have long associations with the company. The three are associate directors Mr. J. F. Reynolds, Mr. G. O. James and Mr. C. J. T. Brown. Mr. Reynolds becomes director of administration and group secretary, Mr. James director in charge of contracts and Mr. Brown director in control of estimating and surveying.

## HOME CONTRACTS

# £600,000 Scottish order

Alexander, Hall and Son (Glasgow) is to build 102 cottages, 38 lock-up garages and a shop in Dunfermline under a £600,000 contract from the Scottish Special Housing Association.

A. F. Budge (Contractors) has been awarded a contract worth nearly £180,000 to reclaim 200 acres of derelict land on the site of the former A.P.R. at Freetown, Monmouthshire.

Intercom Data Systems (U.K.) is to supply three computer controlled data propagation systems costing over £200,000 to the London Royal Exchange Assurance Group.

Alsh and Co. has won contracts worth over £200,000 for electrical



**\$8,300,000**

Five Year Loan

**VENEZOLANA DEL NITROGENO, C.A.**

With the Guaranty of the

**CORPORACION VENEZOLANA DE FOMENTO**

This loan has been arranged by

**BISHOPS BANK AND TRUST COMPANY LIMITED**

Nassau, Bahamas

and is provided by the following:

Bank of London and South America Ltd.

Bishops Bank and Trust Company Limited

Midland and International Banks Limited

Royal Bank of Canada

United California Bank (London)

This announcement appears as a matter of record only

**Vehicle and General Tribunal of Inquiry****Managing director talks of 'plot' to send V & G to wall**

A "PLOT" to send V & G to the wall was yesterday alleged by Mr. Alfred Hunt, the company's former managing director. He thought the attitude of some members of the BIA and Mr. John Follows were part of the "reasons" for V & G's collapse.

He said V & G was refused membership of the British Insurance Association in 1964 because it was then "persona non grata" with the association. Mr. Neville Thomas, for policy holders and shareholders of V & G, asked Mr. Hunt why the company, admitted to membership of the BIA in November, 1966, had its 1964 application turned down.

**Seriously**

Said Mr. Hunt: "I would think it was because we were persons non grata with BIA. We had a different sort of image to them."

He did not then get as far as

a face-to-face encounter with the then chairman of the association.

Mr. Thomas asked whether, after October, 1968, any approaches were made to V & G by the BIA in an official capacity as to the way V & G was carrying on business.

Mr. Hunt replied: "No." The only representations they had from the BIA was when the association asked him to do things for them.

Mr. Thomas then asked Mr. Hunt whether he ever at any point personally felt a sense of urgency about the Board of Trade's requests for a run-off statement. "Did you ever think 'God, if I don't comply with this, I have had it'?"

Mr. Hunt said they took all things seriously. Replying to Mr. Roydon Thomas, for Mr. R. J. Burr, Mr. Hunt said he believed "personalities and companies within the BIA wished to see V & G go to the wall."

In answer to Mr. A. P. Graham Dixon, for the BIA, he said that, although this suggestion sounded dramatic in the light of the fact



Mr. John Follows

that V & G was a substantial member of the BIA, his company was "in the way to a great extent."

Mr. Graham Dixon asked: "Did you hear Mr. Sandilands (former chairman of the BIA) give evidence and express deep regret that V & G had gone bust? You are not suggesting he was a hypocrite?"

Mr. Hunt said: "I do not think he was in on the plot," replied Mr. Hunt.

"You are suggesting there were members of the BIA who were prepared to see V & G go bust?"

"Most certainly, yes, sir," Mr. Hunt replied.

Earlier Mr. Hunt was asked by Mr. Roydon Thomas to what he attributed the crash of V & G.

**Major mistakes**

Mr. Hunt replied: "Undoubtedly, V & G made its mistakes as every progressive growing company does. It could be attributed possibly to two major mistakes. One was going into the computer stage at too early an era when we had neither the staff available to operate it nor the computer equipment and not having a computer manufacturer giving back-up facilities."

Mr. Hunt said the second mistake was buying World Auxiliary in 1965 "because we saw there were totally different."

Mr. Hunt went on to say that, in 1967, because of the computer situation and because it was undoubtedly not a good year, he decided to go back to the drawing board in a computer expert. The expert promised that he would straighten things out by 1970 and this he achieved.

"I do not really think these two mistakes by themselves would have resulted in the demise of V & G, because there were two external reasons. One was the BIA and the other Mr. John Follows (member of the reinsurer's brokers) called Follows Weller-Poley, who arranged V & G's reinsurance in the early 1960s."

There is no doubt that the BIA never wanted V & G. We were a menace as far as some companies were concerned. They had to get rid of us, but they didn't know how to do this, and this is where Mr. John Follows came in.

"Mr. Follows fell out with myself and my colleagues, because we found out he was doing things."

Mr. Hunt: "I think so, yes."

Mr. Arnold put to him: "No one has ever said to you that Cooper-Bros accepted corrupt instructions. In your mind the nature of the ultimate activity is nothing more than consistent with that of a conspiracy?"

Mr. Hunt: "I was asked what I thought it was my complete intention, over a period of time, God willing, and if I am fit enough, to do what I am able to prove it."

Mr. Arnold: "You then attacked the fact that within 48 hours, the team came out with a certain conclusion that you were a menace as far as some companies were concerned. They had to get rid of us, but they didn't know how to do this, and this is where Mr. John Follows came in."

Mr. Follows fell out with myself and my colleagues, because we found out he was doing things."

Mr. Hunt: "I think so, yes."

Mr. Arnold put to him: "No one has ever said to you that Cooper-Bros accepted corrupt instructions. In your mind the nature of the ultimate activity is nothing more than consistent with that of a conspiracy?"

Mr. Hunt: "I was asked what I thought it was my complete intention, over a period of time, God willing, and if I am fit enough, to do what I am able to prove it."

Mr. Arnold: "You then attacked the fact that within 48 hours, the team came out with a certain conclusion that you were a menace as far as some companies were concerned. They had to get rid of us, but they didn't know how to do this, and this is where Mr. John Follows came in."

Mr. Follows fell out with myself and my colleagues, because we found out he was doing things."

Mr. Hunt: "I think so, yes."

Mr. Arnold put to him: "No one has ever said to you that Cooper-Bros accepted corrupt instructions. In your mind the nature of the ultimate activity is nothing more than consistent with that of a conspiracy?"

Mr. Hunt: "I was asked what I thought it was my complete intention, over a period of time, God willing, and if I am fit enough, to do what I am able to prove it."

Mr. Arnold: "You then attacked the fact that within 48 hours, the team came out with a certain conclusion that you were a menace as far as some companies were concerned. They had to get rid of us, but they didn't know how to do this, and this is where Mr. John Follows came in."

Mr. Follows fell out with myself and my colleagues, because we found out he was doing things."

Mr. Hunt: "I think so, yes."

Mr. Arnold put to him: "No one has ever said to you that Cooper-Bros accepted corrupt instructions. In your mind the nature of the ultimate activity is nothing more than consistent with that of a conspiracy?"

Mr. Hunt: "I was asked what I thought it was my complete intention, over a period of time, God willing, and if I am fit enough, to do what I am able to prove it."

Mr. Arnold: "You then attacked the fact that within 48 hours, the team came out with a certain conclusion that you were a menace as far as some companies were concerned. They had to get rid of us, but they didn't know how to do this, and this is where Mr. John Follows came in."

Mr. Follows fell out with myself and my colleagues, because we found out he was doing things."

Mr. Hunt: "I think so, yes."

Mr. Arnold put to him: "No one has ever said to you that Cooper-Bros accepted corrupt instructions. In your mind the nature of the ultimate activity is nothing more than consistent with that of a conspiracy?"

Mr. Hunt: "I was asked what I thought it was my complete intention, over a period of time, God willing, and if I am fit enough, to do what I am able to prove it."

lms obtained the information from some department in the DTI other than the Companies and Insurance branch.

Mr. Hunt replied that the matters in this respect were not related to the insurance department.

Impossible.

Mr. Arnold: "How do you know that Mr. Follows got any information from the DTI at all?"

Mr. Hunt replied it would have been perfectly impossible for him to have obtained other than information from the DTI. He added it was information in relation to the matter he (Follows) was trying to have a go on.

Mr. Hunt said that when Mr. Follows found he was not getting exactly what he wanted by using various elements of the Press, he decided to get it put to the Fraud Squad, suggesting that V & G had done something incorrect. He managed to get the City Police to do an investigation.

Mr. Hunt said: "In the end, they sent this to the DTI for their reactions and for consideration whether there was, or was not, a case. Therefore, the information could only have come from the DTI."

Mr. Arnold: "Mr. Follows knew the DTI were considering the report of the Fraud Squad because he knew he could only have got that from the DTI?"

Mr. Hunt agreed.

Mr. Arnold then questioned him on the BIA's alleged participation.

Control.

Mr. Hunt said the BIA used "this facility" put in the Times as an extraordinarily useful medium to attack V & G in particular way.

He added: "I suppose, after that, there was an accumulation of things for the final build-up."

Mr. Hunt went on: "I think certain members of the BIA realised that V & G had a very tight control on the broker market in the U.K. I think V & G were doing something like 30 per cent of the total broker market in motor insurance in the U.K. This was something they were determined to break."

He said it was very difficult at this stage to quantify the proof. But the proof was coming in, "in dribs and drabs."

Mr. Arnold pressed him to explain the item of proof in more precise terms.

Mr. Hunt: "I think the sheet proof, this stage is that, if the BIA were wanting to do this in the easiest thing was to get their auditors in to do an inspection of V & G under the pretence that they were to see the books, and auditors were separately able to discover and do a spot check of the whole matter in 24 hours."

Mr. Arnold: "We know as a fact that, in February of this year, Cooper-Bros went with a team of accountants and insurance representatives, went into V & G and did an inspection. Was it right that from the circumstances, that the auditors were inspired by V & G's reinsurance in the early 1960s?"

Mr. Hunt replied: "Let us say that is right."

Importance.

Mr. Arnold: "You then attacked the fact that within 48 hours, the team came out with a certain conclusion that you were a menace as far as some companies were concerned. They had to get rid of us, but they didn't know how to do this, and this is where Mr. John Follows came in."

Mr. Follows fell out with myself and my colleagues, because we found out he was doing things."

Mr. Hunt: "I think so, yes."

Mr. Arnold put to him: "No one has ever said to you that Cooper-Bros accepted corrupt instructions. In your mind the nature of the ultimate activity is nothing more than consistent with that of a conspiracy?"

Mr. Hunt: "I was asked what I thought it was my complete intention, over a period of time, God willing, and if I am fit enough, to do what I am able to prove it."

Mr. Arnold: "You then attacked the fact that within 48 hours, the team came out with a certain conclusion that you were a menace as far as some companies were concerned. They had to get rid of us, but they didn't know how to do this, and this is where Mr. John Follows came in."

Mr. Follows fell out with myself and my colleagues, because we found out he was doing things."

Mr. Hunt: "I think so, yes."

Mr. Arnold put to him: "No one has ever said to you that Cooper-Bros accepted corrupt instructions. In your mind the nature of the ultimate activity is nothing more than consistent with that of a conspiracy?"

Mr. Hunt: "I was asked what I thought it was my complete intention, over a period of time, God willing, and if I am fit enough, to do what I am able to prove it."

Mr. Arnold: "You then attacked the fact that within 48 hours, the team came out with a certain conclusion that you were a menace as far as some companies were concerned. They had to get rid of us, but they didn't know how to do this, and this is where Mr. John Follows came in."

Mr. Follows fell out with myself and my colleagues, because we found out he was doing things."

Mr. Hunt: "I think so, yes."

Mr. Arnold put to him: "No one has ever said to you that Cooper-Bros accepted corrupt instructions. In your mind the nature of the ultimate activity is nothing more than consistent with that of a conspiracy?"

Mr. Hunt: "I was asked what I thought it was my complete intention, over a period of time, God willing, and if I am fit enough, to do what I am able to prove it."

Mr. Arnold: "You then attacked the fact that within 48 hours, the team came out with a certain conclusion that you were a menace as far as some companies were concerned. They had to get rid of us, but they didn't know how to do this, and this is where Mr. John Follows came in."

Mr. Follows fell out with myself and my colleagues, because we found out he was doing things."

Mr. Hunt: "I think so, yes."

Mr. Arnold put to him: "No one has ever said to you that Cooper-Bros accepted corrupt instructions. In your mind the nature of the ultimate activity is nothing more than consistent with that of a conspiracy?"

Mr. Hunt: "I was asked what I thought it was my complete intention, over a period of time, God willing, and if I am fit enough, to do what I am able to prove it."

Mr. Arnold: "You then attacked the fact that within 48 hours, the team came out with a certain conclusion that you were a menace as far as some companies were concerned. They had to get rid of us, but they didn't know how to do this, and this is where Mr. John Follows came in."

Mr. Follows fell out with myself and my colleagues, because we found out he was doing things."

Mr. Hunt: "I think so, yes."

**GOLD FIELDS GROUP****SEPTEMBER QUARTERLIES**

(All Companies mentioned are incorporated in the Republic of South Africa, with the exception of The Lupaards Vlei Estate and Gold Mining Co. Ltd., which is incorporated in England.)

**EAST DRIEFONTEIN GOLD MINING COMPANY LIMITED**

FINANCIAL	Qtr. ended 30/9/1971	Qtr. ended 30/9/1970
Expenditure		
Capital expenditure	R5,994,000	R4,444,000
Other expenditure	R4,974,000	R3,564,000
	<b>R10,968,000</b>	<b>R8,008,000</b>
Revenue		
Interest	R357,500	R146,000
Less taxation	R204,000	R204,000
	<b>R153,500</b>	<b>(58,000)</b>

**DRAINAGE OF WATER FROM FLOODED WORKINGS**—The inflow rate of water from the Bank Compostment into the flooded workings decreased from a daily average of 269 megalitres during June, 1971, to 236 megalitres per day during September, 1971.

During the quarter a series of boreholes were drilled to channel the main inflow of water above 6 Level at No. 4 Shaft, West Driefontein, to that company's pumps and separately to the pumps at this company's North Shaft. As a result, the dewatering programme in the flooded workings has entered its final phase. The level of the static water remaining in the No. 4 shaft area, has been lowered to 27 metres above 12 Level horizon, and is continuing to be drained. Work on the rehabilitation of 4 and 10 Levels is in progress.

**CAPITAL WORKS**—Development work at No. 1 Shaft on 14 Level station layout preparatory work for the No. 1 Sub-Vertical Shaft commenced, as well as the construction of the No. 1 Shaft on 14 Level station layout and on rockpiles from 20 to 24 Levels.

No. 2 Shaft was equipped to a temporary depth of 1,760 metres below collar and excavation work commenced on 28 Station layout and on rockpiles from 20 to 24 Levels.

Development advanced on capital account during the quarter totalled 1,984 metres.

**LIBANON GOLD MINING COMPANY LIMITED**

OPERATIONS	Qtr. ended 30/9/1971	Qtr. ended 30/9/1970
Metric tons milled	133	138
Total kilograms fine gold recovered	2,203.4	2,209.5
Yield per metric ton milled—grams	16.5	15.9
Working revenue per metric ton milled	R13.0	R12.5
Working expenditure per metric ton milled	R12.0	R11.5
Working profit per metric ton milled	<b>R1.0</b>	<b>R1.0</b>

Working revenue including premium on special sales of gold R4,674,433 (R4,674,433)

Working expenditure R2,854,500 (R2,854,500)

Working profit R1,819,933 (R1,819,933)

Profit on sale of pyrite R24,454 (R24,454)

Total profit R1,844,387 (R1,844,387)

Capital expenditure R1,300,000 (R1,300,000)

State's share of profit R202,900 (R202,900)

Taxation R977,600 (R977,600)

Loan levy R45,000 (R45,000)

Development

Metric tons advanced

Total sampled

Metres

Value (gram/ton)

Centimetre-grams

Payable sampled

Metres

Value (gram/ton)

Centimetre-grams

**KLOOF GOLD MINING COMPANY LIMITED**

OPERATIONS	Qtr. ended 30/9/1971	Qtr. ended 30/9/1970
Metric tons milled	138	144
Total kilograms fine gold recovered	2,203.4	2,209.5
Yield per metric ton milled—grams	16.5	15.9
Working revenue per metric ton milled	R13.0	R12.5
Working expenditure per metric ton milled	R12.0	R11.5
Working profit per metric ton milled	<b>R1.0</b>	<b>R1.0</b>

Working revenue including premium on special sales of gold R4,674,433 (R4,674,433)

Working expenditure R2,854,500 (R2,854,500)

Working profit R1,819,933 (R1,819,933)

Profit on sale of pyrite R24,454 (R24,454)

Total profit R1,844,387 (R1,844,387)

Capital expenditure R1,300,000 (R1,300,000)

State's share of profit R202,900 (R202,900)

Taxation R977,600 (R977,600)

Loan levy R45,000 (R45,000)

Development

Metric tons advanced

Total sampled

Metres

Value (gram/ton)

Centimetre-grams

Payable sampled

Metres

Value (gram/ton)

Centimetre-grams

Payable sampled

Metres

Value (gram/ton)

Centimetre-grams

Payable sampled

Metres

Value (gram/ton)

Centimetre-grams

**WEST DRIEFONTEIN GOLD MINING COMPANY LIMITED**

OPERATIONS	Qtr. ended 30/9/1971	Qtr. ended 30/9/1970
Metric tons milled	138	144
Total kilograms fine gold recovered	2,203.4	2,209.5
Yield per metric ton milled—grams	16.5	15.9
Working revenue per metric ton milled	R13.0	R12.5
Working expenditure per metric ton milled	R12.0	R11.5
Working profit per metric ton milled	<b>R1.0</b>	<b>R1.0</b>

Working revenue including premium on special sales of gold R4,674,433 (R4,674,433)

Working expenditure R2,854,500 (R2,854,500)

Working profit R1,819,933 (R1,819,933)

Profit on sale of pyrite R24,454 (R24,454)

Total profit R1,844,387 (R1,844,387)

Capital expenditure R1,300,000 (R1,300,000)

State's share of profit R202,900 (R202,900)

Taxation R977,600 (R977,600)

Loan levy R45,000 (R45,000)

Development

Metric tons advanced

Total sampled

Metres

Value (gram/ton)

Centimetre-grams



## ANNUAL STATEMENTS—Continued

## AMALGAMATED TIN MINES OF NIGERIA (HOLDINGS) LIMITED

## FACTORS CONTRIBUTING TO A MOST DIFFICULT YEAR

The 32nd Annual General Meeting of Amalgamated Tin Mines of Nigeria (Holdings) Limited will be held on 3rd November, 1971, at 55-61 Moorgate, London, E.C.2.

The following is the statement by Sir Douglas Waring, C.B.E., Chairman, circulated with the Report and Accounts for the year ended 31st March, 1971.

For the sake of clarification I would preface this statement with the remark that tons quoted are metric measure and monetary pounds are sterling unless otherwise qualified.

**The Year's Results**  
The results for the year under review of Amalgamated Tin Mines of Nigeria (Holdings) Limited and its subsidiaries show a marginal profit before taxation which amounts to £14,500 as against £635,000 in the previous year. The average tin price was approximately the same for each year and the difference can be condensed into two main items, namely a reduction in output of 326 tons of tin concentrate and 64 tons of columbite which accounts for a decrease in revenue by £254,000, while on the other hand mining costs have risen by £222,000. Physical conditions resulting from the aftermath of the civil war referred to in the General Managers' Report are still responsible for at least part of the drop in production. On the expenditure side charges for materials including provision to write off stores and spares amount to an additional sum of £188,000, whilst wages, including mandatory awards, showed a rise notwithstanding a reduction of over 400 in the average number of employees. Quite apart from the rise in prices for machinery and consumable supplies the last position of duties over the last few years on imports previously

present time. Apart from this acted as Chairman during the line of action we have made personal approaches to senior representatives of the Nigerian Government both in Lagos and have pointed out that in the adverse conditions existing it is essential that the scale of taxation particularly in relation to the Government rate of royalty should be revised if mining concerns are to remain in business. As an illustration of the impact of the present rates of royalty and taxation we have annexed to the Report and Accounts a summary of the results for the past ten years as extracted from the published audited accounts, which I think revealing in demonstrating the effect of the existing taxes on our operating profits.

I would like to make it clear that the mining costs shown already include import duties, rents and other indirect taxes and that the Government share in the profits is actually larger than the percentage shown of profit. Over the period mentioned the Nigerian Government has taken 74% of the total profits earned, shareholders have received 21%, and there are retentions of 5%. The table shows the completely disproportionate sharing of earnings, especially from the year 1968 onwards, and this situation has continued up to the present time. It will I think also be accepted that even the small share of profit in the tin price shown at the foot of the statement, management has until recently been able to undertake a remunerative operation despite the difficulties experienced in the past four years and I take this opportunity to express appreciation to them and to staff and labour for their achievements under such trying conditions.

**Directorate**  
Mr. W. S. A. Baker, who was Chairman and General Manager of Amalgamated Tin Mines of Nigeria Limited, had extended his normal retirement date from 30th September last year by mutual arrangement but fell obliged to relinquish his appointment in August of this year on account of ill health. We record our appreciation of his long service with the Company which included the difficult task experienced during recent times. His place has been taken by Mr. D. Dent-Young who has worked for us on the Plateau for over 18 years and he has our confidence in assuming the responsibilities involved. We also acknowledge the vigorous and dedicated work of Mr. A. Smith, Chief Engineer, who has

repaid in sterling. The Third International Tin Agreement expired on 30th June last and the Buffer Stock related thereto has been wound up. On the 27th September last your Company was notified by the Nigerian High Commission that the sum of £821,878 sterling had been paid into the London banking account of Amalgamated Tin Mines of Nigeria (Holdings) Limited, representing the Company's share of the proceeds on liquidation of the Buffer Stock. Shareholders were immediately notified through the medium of the Press and the Stock Exchange. This payment is in accordance with the undertaking previously mentioned and which has therefore been fully honoured. This latest development is of course not reflected in the Accounts but it does materially affect the sterling liquidity of your Company and its consequent financial status.

**4th International Agreement**  
The Fourth International Tin Agreement came into force on 1st July last and it is understood that certain of the producing countries have obtained assistance from the International Monetary Fund to meet the obligations incurred in subscribing to the Fourth Buffer Stock. At the time of preparation of this statement no details of the financing are known, but if these are available we shall endeavour to report on them in our next year's report. It is a matter of interest that the new agreement is a return to normal in Nigeria is a slow process, that country with its vast potential of resources will recover to its previous state of prosperity and that it will be possible to mine the remaining tin ore reserves of the Jos Plateau on a profitable basis.

**Buffer Stock Contributions**  
I would also mention the item shown on the Assets side of the Balance Sheet headed "Buffer Stock Contributions £27,857." As I have explained to shareholders on previous occasions and, in particular in my statement submitted two years ago, this is the sum paid to the Nigerian Government representing the Company's contribution towards the Government's share of its obligation to subscribe to the Third International Buffer Stock under the International Tin Agreement. The payment was made by the Company in sterling at the request of the Nigerian Government and the Company received an undertaking that the proceeds would be

## Great hopes for coal liquefaction—Robens

BY DAVID FISLOCK, SCIENCE EDITOR

GREAT HOPES that coal might soon be turned commercially into a liquid resembling crude oil for use as a chemical feedstock, were expressed by Lord Robens last night.

In the last year or so, he said, there had been a number of promising developments in the more fundamental aspects of that quest. He went on to give a warning that the plant required for liquefaction of coal might be considerably more sophisticated and complex than the industry had seen before, if it were to maximise the use of by-products at the various stages of the conversion process.

Lord Robens, former chairman of the National Coal Board, was delivering the annual Coal Science Lecture.

Coal liquefaction was a field in which the Americans were spending heavily, he indicated. Perhaps the most disappointing aspect of their research was a

## Family doctors' role in unified health service

THE ROLE of the family doctor in a unified health service is examined for the first time in a report published yesterday by the Secretary of State for Social Services and the Secretary of State for Wales.

The report was presented to a committee under the chairmanship of Dr. R. Harward Davis, senior lecturer in general practice at the Welsh National School of Medicine.

Unification of the health service is seen as providing the setting in which the concept of a community health team could develop its full potential. Family doctors will be able to work more closely with their professional colleagues in other parts of the health service, and also in the social services.

Single community health teams, preferably in purpose-built premises, dealing with curative and preventive health could introduce better services for the community without loss to the individual patient-doctor relationship.

Patients not needing to be in hospital would be cared for in the community, and money could best be spent, according to the report, by giving priority to the community health service, rather than hospitals. It is acknowledged, however, that this change of emphasis would take time, and would entail extensive training.

In a foreword, the Secretaries of State recognise that the report will stimulate discussion among everyone concerned with the National Health Service, especially during the time leading up to reorganisation. "Professional and lay organisations are to be invited to send their views, which will be taken into account when guidance is prepared for the bodies concerned with providing community health care."

**The Organisation of Group Practice**, a report of a sub-committee of the Standing Medical Advisory Committee of the Central Health Services Council, SO, 65p.

## Middlesbrough W. votes 2-1 against Market

A REFERENDUM in the Middlesbrough West Parliamentary constituency has voted by a two-to-one margin against Britain's entry into the Common Market.

Mr. John Sutcliffe, anti-Market Conservative MP, said at the Conservative Party conference at Brighton: "It strengthens my resolve to vote against the Party line in the Commons."

Votes cast were 19,256 against and 8,483 for, with 171 spoilt papers. The electorate totals 59,103.

"I think the result must be representative of opinion generally in Teesside," added Mr. Sutcliffe.

Mr. Christopher Frere-Smith, chairman of the Keep Britain Out of Europe Committee, said the referendum had been organised by an independent and impartial committee.



## BARLOW RAND LIMITED—MINING DIVISION

Gold Mining Company and Colliery Reports for the Quarter ended 30th September, 1971

(All Companies incorporated in the Republic of South Africa)

Office of the London Secretaries of the undermentioned companies: 40, Holborn Viaduct, London, EC1P 1AJ.

## BLYVOORUITZICHT GOLD MINING COMPANY, LIMITED

ISSUED CAPITAL									
R5 000 000 in 24 000 000 shares of 25 cents each.									
DEVELOPMENT									
Total 3 664 metres. Previous quarter 3 137 metres.									
PAYABLE DISCLOSURES									
REEF	Metres	Metres	Per Cent	Metres	Per Cent	Metres	Per Cent	Metres	Per Cent
Carbon	24	34	100.0	226.8	1.74	12	2.728	79.87	
Previous Quarter									
No reef development was done during this quarter.									
MILLING AND TREATMENT RESULTS									
Ore milled	487 000 t	487 000 t							
Gold recovered	3 363.4 kg	6 427.8 kg							
Slime treated for gold	212 697 t	234 146 t							
Slime treated for uranium	54 340 t	56 908 t							
Uranium produced	0.256 t	0.241 t							
INCOME AND EXPENDITURE ACCOUNT									
	R	Per metric ton milled	R	Per metric ton milled	R	Per metric ton milled	R	Per metric ton milled	R
GOLD									
Working revenue	7 679 990	16.23	7 646 455	15.00					
Working expenditure	4 481 552	9.62	4 554 587	9.05					
Working profit	3 098 438	6.61	3 265 868	6.55					
Premiums obtained on special sales of gold since June, 1971	1 162 304		747 792						
Net revenue	4 260 742		4 013 660						
Uranium									
Working revenue	7 942		34 885						
Working expenditure	4 259 084		4 076 646						
Working profit	10 400		3 238						
Net revenue	4 260 742		4 013 660						
Taxation and lease considerations	2 127 050		1 524 600						
Net profit	2 133 692		2 489 060						

## DURBAN ROODEPOORT DEEP LIMITED

ISSUED CAPITAL									
R5 328 000 in shares of R1 each.									
DEVELOPMENT									
Total 2 404.2 metres. Previous quarter 5 738.0 metres.									
PAYABLE DISCLOSURES									
REEF	Metres	Metres	Per Cent	Metres	Per Cent	Metres	Per Cent	Metres	Per Cent
Carbon	1 131	32.6	12.7	117	1.64				
Carbon	5 658	152	30.1	21.4	0.27				
Carbon	2 131	58.3	23.3	12.2	1.52				
Carbon	1 012	27.8	12.4	12.2	1.52				
Previous Quarter									
Development and reefing hours are relative to the reduced pay limit.									
MILLING AND TREATMENT RESULTS									
Ore milled	609 000 t	291 000 t							
Gold recovered	3 263.5 kg	2 537.7 kg							
Slime treated for gold	12 845 t	15 207 t							
INCOME AND EXPENDITURE ACCOUNT									
	R	Per metric ton milled	R	Per metric ton milled	R	Per metric ton milled	R	Per metric ton milled	R
GOLD									
Working revenue	3 643 933	6.34	2 378 589	8.03					
Working expenditure	3 268 833	5.40	3 355 817	11.22					
Working profit	375 100	0.94	22 772	0.81					
Premiums obtained on special sales of gold since June, 1971	361 078		254 454						
Net revenue	736 178		277 226						
Uranium									
Working revenue	60 995		58 946						
Working expenditure	222 536		663 526						
Working profit	20 100		643 420						
Net revenue	180 326		643 420						
Taxation and lease considerations	41 000		55 600						
Net profit	139 326		588 820						

## EAST RAND PROPRIETARY MINES LIMITED

ISSUED CAPITAL									
R3 960 000 in shares of R1 each.									
DEVELOPMENT									
Total 4 597 metres. Previous quarter 4 050 metres.									
PAYABLE DISCLOSURES									
REEF	Metres	Metres	Per Cent	Metres	Per Cent	Metres	Per Cent	Metres	Per Cent
Carbon	36	19.3	100.0	21.34	61	1.96			
Carbon	155	30.8	31.1	21.34	110	1.31			
Carbon	15	7.6	42.1	11.22	101	1.31			
Carbon	282	102	36.2	17.00	101	1.31			
Previous Quarter									
The development and reefing hours are relative to the reduced pay limit.									
MILLING AND TREATMENT RESULTS									
Ore milled	764 000 t	714 000 t							
Gold recovered	4 428.4 kg	4 653.5 kg							
Slime treated for gold	4 332 t	4 653.5 t							
INCOME AND EXPENDITURE ACCOUNT									
	R	Per metric ton milled	R	Per metric ton milled	R	Per metric ton milled	R	Per metric ton milled	R
GOLD									
Working revenue	2 308 956	3.03	2 048 131	2.87					
Working expenditure	1 162 512	1.53	1 260 000	1.76					
Working profit	1 146 444	1.50	788 131	1.11					
Premiums obtained on special sales of gold since June, 1971	343 688		408 327						
Net revenue	1 490 132		1 196 458						
Uranium									
Working revenue	619 547		582 473						
Working expenditure	69 147		847 672						
Working profit	550 400		534 801						
Net revenue	1 040 532		1 196 458						
Taxation and lease considerations	164 500		239 500						
Net profit	876 032		956 958						

## MERIESPRUIT (ORANGE FREE STATE) GOLD MINING COMPANY, LIMITED

ISSUED SHARE CAPITAL AND LOAN STOCK AT 30TH SEPTEMBER, 1971									
Issued Capital									
R 260 730 units of ordinary stock of 50 cents each									
R 130 373									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									
R 130 373 in loan stock									



## JOHN D. WOOD

BY direction of Sutton Wood Estate

## EAST SUFFOLK—FRONTING THE RIVER DEBEN

10 miles—10 Miles  
THE WELL KNOWN SUTTON WOOD ESTATE—915 ACRES  
A LIGHT LAND ESTATE WITH IRRIGATION AND A SPECTACULAR NATURAL SHOOT  
Including Sutton Wood House, a superb detached with fine views over the river and 3 bedrooms. 2 secondary bedrooms and bathroom. Oil-fired central heating. 3 cars. Gravel for 5 cars. Stabling and Staff Cottages. Five Accredited Dairy Buildings and Stockmen's Bungalows.  
Mature Grain Buildings for 500 tons. 6 Modernised Cottages.  
Also the nearby

HUNGARIAN HALL, FARM—347 ACRES  
A Fine Arable Unit with Irrigation, and Accredited Buildings. Period House—Ging Hall (Lett), Farmhouse (Detached) and 4 Modernised Cottages.  
Together with a RURAL SITE FOR REBUILDING  
Altogether about 1,263 ACRES  
FREEHOLD FOR SALE PRIVATELY AS A WHOLE WITH VACANT POSSESSION (Except for One House and a Site and subject to Service Occupation)  
PRICE—£215,000

JOHN D. WOOD & CO. (Rat.) JWB Land Agents: R. C. Knight & Sons.  
Market Place, Sturminster Newton, Dorset. Tel: 01420-29555.

By direction of Mr. & Mrs. Alan Pemberton.  
FRESHWATER—ISLE OF WIGHT  
Yarmouth 3 miles. Newport 10 miles.  
London-Yarmouth Rail Connection 2 1/2 hours

THE PRIVATELY OWNED FRESHWATER BAY GOLF CLUB  
Fully equipped 18 hole Downland Course (5,085 yards) with spectacular views over the Channel and Solent. Adjoining 4 Bedroomed Cedarwood Bungalow with all the services. Clubhouse with Members Lounge, Bar, Billiards, Full Maintenance Equipment. 5-hole Pitch & Putt Course. Exceptionally low Outgoings. In all about 230 Acres.

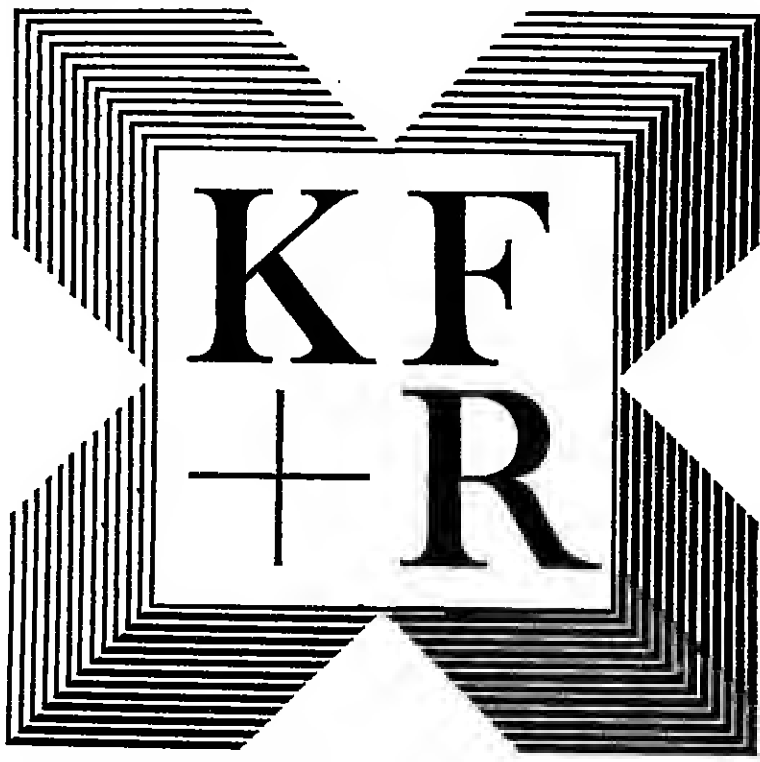
FOR SALE BY AUCTION 1ST DECEMBER  
(unless sold earlier—see notice)  
AS A GOING CONCERN AND WITH GREAT POTENTIAL FOR EXPANSION

Sole Agents: John D. Wood & Co. at above.  
Southampton Office: 128A Above Bar, Southampton (Tel: 0703-29050).

23 BERKELEY SQUARE, LONDON, W1X 6AL 01-629 9050  
Also at Chelsea, Kensington, South Wales, Edinburgh and Southampton

## ISLE OF WIGHT

Farms and all other Property  
Ideal mild climate. Of particular interest to sailing enthusiasts.  
Cliff-top Residence in 101 acres £26,000  
Yachtsman's Superior Residence in Cowes, 6 beds etc. £20,000  
CREASEY & JEFFERY  
Chartered Surveyors  
Newport, Isle of Wight. Tel. 2490 & 2890



## AGRICULTURAL CONSULTANTS &amp; SURVEYORS

for  
All Agricultural Properties for Investment  
or with Vacant Possession.  
Sales, Leasebacks, Purchases.  
Surveys, Valuations.

Complete Farm Improvement and Modernisation Schemes.

## Knight Frank &amp; Rutley

20 Hanover Square, London, W1R 0AH  
Telephone: 01-629 8171 Telex: 265384

## FOR THE PURCHASE AND MANAGEMENT OF AGRICULTURAL LAND AS AN INVESTMENT



Apply—  
15, HILL STREET, LONDON, W1X 6DL. Tel: 01-629 7222  
or 15, HILL STREET, LONDON, W1X 6DL. Tel: 01-629 7222  
or IPSWICH, LEWIS, SALISBURY, GRANTHAM, EDINBURGH.

## RESIDENTIAL AND COUNTRY PROPERTY

## A recent check in land prices

By JOHN CHERRINGTON, Agriculture Correspondent

Country property and particularly agricultural land has been a booming market for the last 15 years. Until 18 months ago there had been a steady rise in values which has been checked recently, not because agricultural land has become less attractive, but simply because much of the earlier boom em-

braced all classes of land. To-day buyers are much more selective, and are looking for weeds, the trees and the hedges properties where either the agricultural prospects are very good, or there are considerable amenities or sporting advantages. This accounts for the differences in values of up to £500 an acre for land in parts of East Angles and Lincolnshire down to £50 or £100 an acre in west Wales or the west of England.

It is important to realise that the farming value of land is entirely dependent on its cropping or grazing potential, and also on its proximity to markets. In England and Wales for instance there is a wide variation between the agricultural values of rather similar classes of land. In East Angles where there are sugar beet factories and processors of frozen vegetables, returns from arable land are higher than in the Midlands and southern England, where these facilities don't yet exist.

It is also as well to remember that good farming land does not always, in fact seldom does, coincide with land that has a high amenity value with woods, hedges and so forth, and the same applies to sporting. There are also areas within reach of the big cities where farms make a good deal more than their agricultural worth, simply because their owners want to live on a farm in order to get the benefits of country life, while at the same time commuting to their place of work. The development of the motorway systems is undoubtedly increasing this trend, and is resulting in land prices far above those that could be justified in economic terms alone for farms with easy access to them.

But rural property, whether it's a whole estate, a farm, or even a house with two or three paddocks, is not like a picture, something that can be left to look after itself and appreciate all the time. It has bed of course the great advantage that up till now the estate of an owner of agricultural land secures 45 per cent. relief in death duties. But these reliefs, very real as they are, don't come for nothing. Country property is a living

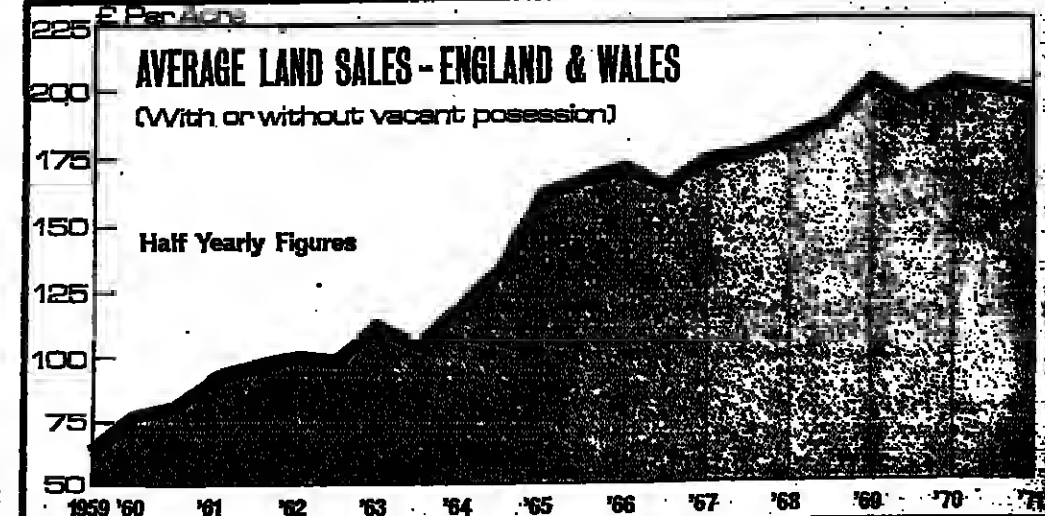
thing. Unless it is looked after, unless the land is farmed, the weeds, the trees and the hedges all grow. Without the constant attention of good bushlandry the dilapidations inherent on not looking after land properly, could well reduce considerably the death duty reliefs from owning that land.

## More difficult

This situation has been made rather more difficult by the rule that farms cannot be run as tax loss enterprises to set against other income for ever, as was the case a few years ago. The owner now has to show that his farm is potentially a viable one, and that he, the owner, is doing his best to make it and maintain it as such. Of course, at a time when as a result of bad seasons even professional farmers are making losses, it should be relatively easy to convince the Inspector that you are trying your hardest. But to be the owner of a fundamentally viable farm making a loss in a prosperous district would obviously attract the attention of the Inspector who, I understand, is being particularly attentive to these matters at present.

The returns from actual ownership of land have been historically poor compared with other investments. Agricultural landlords have their freedom of action very much curtailed by the law affecting security of tenure. As long as the tenant is doing the job reasonably well, and paying an agreed or arbitrated rent he cannot be turned out. Rents are higher now than they were, but even so are unlikely to bring in more than a very modest return on the capital invested at present land prices. The landowner who wants to cash his investment at best must either wait until his tenant dies in order to sell with vacant possession, which usually means an increase in value of about £100 an acre, or hope that entry into the Common Market will bring about a universal rise in prices, to bring them more in line with values on the Continent.

The reports of high prices on



Half Yearly Figures

the Continent must be taken with some caution. Land prices are high in Germany for reasons that have nothing to do with agriculture, and the same applies to Holland and Belgium. In France, the only comparable country, land prices for similar classes of land are little different from our own. Farmers there will tell you that, as in Britain, the price of land with vacant possession makes it too expensive for viable farming.

It is difficult to visualise a vast number of land-hungry Continentals coming in to buy cheap land in Britain, and it is also certain that considerable political hostility would be aroused if foreign buying should develop on any large scale. There was a move towards this in France a year or two ago but the local reactions were so violent that the newcomers decided not to go through with it.

## Advice needed

The purchaser of any sizeable area of farm land which he wishes to hold on to for some time should, if he is not familiar with farming, take good expert advice before he embarks on this enterprise. If he farms it himself he has to engage staff, a manager, and invest a considerable sum in stock, machinery and working capital. If he lets it, even if it is only a paddock, he should take legal advice before he allows it out of his possession for even a few months because it is so easy for a tenant to establish a tenancy from which it is almost impossible to dislodge him. He should also try to form an assessment of what is likely to be the long-term outlook for land-owning in or out of the Common Market. There is an overall political bias in favour of tenants as against landlords in the EEC, and democracy being what it is, things are likely to go more that way than the other in this country. There is also the possibility that Dr. Mansholt's proposals for

depend on the demands of a land hungry population. There is no doubt that alterations in farming patterns would have an enormous effect, and the effect of public versus private demands for public amenity are becoming very insistent already in Britain. The fact must be faced, that good modern farming, whether of crops or stock, does not fit in with the townsman's idea of natural beauty. There are increasingly vocal and some legislative, objections to what might be called modern farming improvements such as buildings, hedge and wood removal, the obliteration of footpaths and so on.

So although the ownership of rural land could undoubtedly show considerable capital profits over the next few decades, likely to be affected by political these profits would not simply

## SMITHS GORE

CHARTERED SURVEYORS

## NORTH LANCASHIRE

## THE CONISHEAD PRIORY ESTATE

Agricultural land ALL  
Woodland PREVIOUSLY  
Staff Block ADVERTISED  
Nine Houses

about 225 acres (91,054 ha) in total  
FOR SALE BY PUBLIC AUCTION  
as a whole or separate Lots on  
FRIDAY—26th OCTOBER within the Priory  
apply—62/64 Warwick Road, Carlisle Tel: 0228/27586

## YORKSHIRE WEST RIDING

## BRAMHAM

12 miles Leeds 14 miles York  
BEECH HOUSE AND THE MANOR HOUSE  
to be sold separately  
TWO 4/5 BEDROOMED STONE HOUSES  
In need of improvement and repair but with all services available  
FOR SALE BY AUCTION 27th OCTOBER, 1971  
Unless sold by Private Treaty  
Apply—4, Duncombe Place, York Tel: 0904/55594  
Auctioneers—Bartle & Son, 50/52 Merrion St., Leeds LS2 3JH  
Solicitors—Messrs. Farrer & Co., 66, Lincoln's Inn Fields, London WC2A 3LH

Also at PETERBOROUGH, LICHFIELD, YORK, LEYBURN, DARLINGTON, CARLISLE, CORBRIDGE AND EDINBURGH

## CONNELLS

Country Department & Branches

4 Market Square, 62 Grosvenor Street,  
Leigh-on-Buzzard, Beds. London, W1X 9DA.  
Tel: 2598 Tel: 01-493-4932

CAMBRIDGESHIRE/BEDFORDSHIRE BORDER. An Outstanding Residential Estate in all about 83 ACRES.

Ideal as a STUD or Country House with good sporting facilities and in a glorious Position overlooking the lake. Magnificent 8 bedroomed house, 3 other houses. Extensive Range of Outbuildings. Lovely Gardens.

## WANTED

on Behalf of Retained Clients  
Agricultural Land with or without vacant possession, situated in Beds, Bucks, Herts or Oxon. Immediate and Confidential Inspection and Early Decision.

For our Client BJD: Country Residence with 5 bedrooms, 3/4 Reception Rooms, Stables and a Staff Cottage with up to 25 Acres in Herts or Beds. Will pay up to £80,000 for the right property.  
For our Client GM: 6 bedroomed Country House within 20 miles radius of Leicester or Alternatively a Farm. No financial problem.

## RICHARD TURNER &amp; SON

Established 1803

BENTHAM (Tel: 444/5/6) Near Lancaster.

## AGRICULTURAL AUCTIONEERS &amp; VALUERS

specialising in the sale of country properties throughout the Yorkshire Dales and the North West.  
All classes of Agricultural Estates and Farms.  
Country Cottages and Farmhouses available.

## MACDONALD, FRASER &amp; CO. LIMITED

ESTATE DEPARTMENT

23 GLASGOW ROAD, PERTH

FOR SALE BY PRIVATE BARGAIN

ANGUS  
GRANGE OF BARRY FARM, CARNOUSTIE

355 Acres or thereby

2 1/2 miles West of Carnoustie, 5 miles from Dundee. First Class Arable Farm, 250 ft. above Sea Level. This farm is situated in one of the most fertile coastal areas in Scotland. Farmhouse: 3 Modernised Cottages. Buildings including Paddock Store (3000 sq. ft. covered). Entry with vacant possession 28th November, 1971.  
Further particulars apply to  
MACDONALD, FRASER & CO. LIMITED,  
Estate Department, 23 Glasgow Road, Perth. Telephone Perth 27618/26182.

## CLUTTONS

## COUNTRY

## THE OLD RECTORY, SHOSCOMBE

NR. BATH, SOMERSET  
A very fine country house situated away from the village  
3 Reception rooms, 4 Bedrooms  
Oil-fired central heating  
Garage and manageable garden  
FOR SALE BY AUCTION

Apply Wells Office.

## AGRICULTURAL

## WILTSHIRE

## AN AGRICULTURAL INVESTMENT

309 ACRES  
of some of the best land in the noted Downton Vale  
Three cottages producing £2,250 per annum  
FOR SALE PRIVATELY OR BY AUCTION LATER

Apply Head Office

## LONDON RESIDENTIAL

## EGERTON CRESCENT, S.W.3

Conveniently situated in this renowned crescent  
a most attractive period house  
6 Bedrooms, 2 Reception rooms.  
3 Bathrooms etc., superb garden

Lease: 12 years Price: £25,000 G.R. £350 p.a.

## COMMERCIAL

## BUILDING LAND

## NR. FARINGDON, BERKSHIRE

In the village of Hinton Waldrist  
OUTLINE PLANNING PERMISSION FOR 6 DWELLINGS  
on a half-acre corner site in a peaceful Berkshire village

For Sale by Auction, 3.0 p.m., 27th October, at Crown Hotel, Faringdon.  
Joint Agents: HOBBS & CHAMBERS, Market Place, Faringdon, Berks.

Country Agency: 5 GREAT COLLEGE STREET, S.W.1. Tel: 01-839-7800  
London Residential Agency: 127 FULHAM ROAD, S.W.3. Tel: 01-884-7704  
Wells Office: 10 NEW STREET, WELLS, SOMERSET. Tel: 3636



## THERE'S NO PLACE LIKE...

a Westholm bungalow... Built on your own land in only EIGHT WEEKS from £2,500. Illustrated brochures, plans and prices from:

**westholm**  
constructions limited  
DEPT. F.T.3, 32 ST. MARK'S STREET, ELY, CAMBS.  
TEL: ELY 2616



**STREET, LONDON, W1Y 2AQ**





## In the capital-for-expansion game, Charterhouse can help you get a better deal.

The brighter your company, the more you need capital to finance your expansion, but also the more people seem to want a fantastic slice of your action in return. In fact, it sometimes seems that private companies have to give most of the business away just to keep going.

One of the functions of Charterhouse Finance Corporation is to make all this unnecessary. As part of the Charterhouse Group we have access to some very special City financial and management skills. And since

another part of the Group owns and runs businesses, we really understand your problems at first hand.

We reason that we ought to be able to help good companies expand by arranging finance for them without seeking control.

We do like to have a direct equity involvement—our holding normally averages 20-30 per cent. We think, in fact, that we can provide something that very few other financial institutions can. Call it advice with a cheque book if you like—a continuing, interested, and

helpful involvement in solving your company's financial problems. A simple way to win the game, in fact. If you think we could be helpful, call Michael Levene at Charterhouse Finance Corporation at 01-248 3999. Or if you are in the Midlands ring Ralph Sammel at 021-236 4936.

### Charterhouse

The Charterhouse Group Limited, 1 Paternoster Row, St Pauls, London EC4P 4HP.



















# F.T.—ACTUARIES SHARE INDICES

These indices are the joint compilation of The Financial Times, The Institute of Actuaries and the Faculty of Actuaries in Edinburgh

EQUITY GROUPS		Monday, Oct. 11, 1971		Fri. Oct. 8		Thurs. Oct. 7		Wed. Oct. 6		Tues. Oct. 5		Mon. Oct. 4		Sun. Oct. 3		Year to date		High and Low Index	
GROUPS & SUB-SECTIONS		Index	Change	Index	Change	Index	Change	Index	Change	Index	Change	Index	Change	Index	Change	Index	Change	High	Low
CAPITAL GOODS GROUP (184)		159.18	-0.8	159.18	-0.8	159.18	-0.8	159.18	-0.8	159.18	-0.8	159.18	-0.8	159.18	-0.8	159.18	-0.8	159.18	159.18
Aircraft and Components (3)		112.91	-0.8	112.91	-0.8	112.91	-0.8	112.91	-0.8	112.91	-0.8	112.91	-0.8	112.91	-0.8	112.91	-0.8	112.91	112.91
Building Materials (29)		166.24	-0.6	166.24	-0.6	166.24	-0.6	166.24	-0.6	166.24	-0.6	166.24	-0.6	166.24	-0.6	166.24	-0.6	166.24	166.24
Contracting and Construction (20)		77.28	-0.0	77.28	-0.0	77.28	-0.0	77.28	-0.0	77.28	-0.0	77.28	-0.0	77.28	-0.0	77.28	-0.0	77.28	77.28
Electrical (excl. Rad. & TV) (13)		277.15	-1.5	277.15	-1.5	277.15	-1.5	277.15	-1.5	277.15	-1.5	277.15	-1.5	277.15	-1.5	277.15	-1.5	277.15	277.15
Engineering (79)		169.18	-1.0	169.18	-1.0	169.18	-1.0	169.18	-1.0	169.18	-1.0	169.18	-1.0	169.18	-1.0	169.18	-1.0	169.18	169.18
Machine Tools (15)		65.19	+0.5	65.19	+0.5	65.19	+0.5	65.19	+0.5	65.19	+0.5	65.19	+0.5	65.19	+0.5	65.19	+0.5	65.19	65.19
Miscellaneous (25)		155.71	+0.2	155.71	+0.2	155.71	+0.2	155.71	+0.2	155.71	+0.2	155.71	+0.2	155.71	+0.2	155.71	+0.2	155.71	155.71
CONSUMER GOODS (DURABLE) GROUP (56)		161.29	-0.2	161.29	-0.2	161.29	-0.2	161.29	-0.2	161.29	-0.2	161.29	-0.2	161.29	-0.2	161.29	-0.2	161.29	161.29
Electronics, Radio and TV (14)		191.47	-0.8	191.47	-0.8	191.47	-0.8	191.47	-0.8	191.47	-0.8	191.47	-0.8	191.47	-0.8	191.47	-0.8	191.47	191.47
Household Goods (15)		204.86	+0.3	204.86	+0.3	204.86	+0.3	204.86	+0.3	204.86	+0.3	204.86	+0.3	204.86	+0.3	204.86	+0.3	204.86	204.86
Motors and Distributors (27)		123.22	+0.4	123.22	+0.4	123.22	+0.4	123.22	+0.4	123.22	+0.4	123.22	+0.4	123.22	+0.4	123.22	+0.4	123.22	123.22
CONSUMER GOODS (NON-DURABLE) GROUP (175)		166.59	-0.8	166.59	-0.8	166.59	-0.8	166.59	-0.8	166.59	-0.8	166.59	-0.8	166.59	-0.8	166.59	-0.8	166.59	166.59
Breweries (21)		192.09	-0.2	192.09	-0.2	192.09	-0.2	192.09	-0.2	192.09	-0.2	192.09	-0.2	192.09	-0.2	192.09	-0.2	192.09	192.09
Wines and Spirits (7)		168.80	-1.7	168.80	-1.7	168.80	-1.7	168.80	-1.7	168.80	-1.7	168.80	-1.7	168.80	-1.7	168.80	-1.7	168.80	168.80
Entertainment and Catering (15)		228.12	-0.5	228.12	-0.5	228.12	-0.5	228.12	-0.5	228.12	-0.5	228.12	-0.5	228.12	-0.5	228.12	-0.5	228.12	228.12
Food Manufacturing (24)		247.30	-0.7	247.30	-0.7	247.30	-0.7	247.30	-0.7	247.30	-0.7	247.30	-0.7	247.30	-0.7	247.30	-0.7	247.30	247.30
Food Retailing (17)		156.29	-0.5	156.29	-0.5	156.29	-0.5	156.29	-0.5	156.29	-0.5	156.29	-0.5	156.29	-0.5	156.29	-0.5	156.29	156.29
Newspapers and Publishing (15)		135.71	-0.3	135.71	-0.3	135.71	-0.3	135.71	-0.3	135.71	-0.3	135.71	-0.3	135.71	-0.3	135.71	-0.3	135.71	135.71
Packaging and Paper (16)		114.86	-0.9	114.86	-0.9	114.86	-0.9	114.86	-0.9	114.86	-0.9	114.86	-0.9	114.86	-0.9	114.86	-0.9	114.86	114.86
Stores (30)		158.04	-0.7	158.04	-0.7	158.04	-0.7	158.04	-0.7	158.04	-0.7	158.04	-0.7	158.04	-0.7	158.04	-0.7	158.04	158.04
Textiles (21)		178.69	-1.1	178.69	-1.1	178.69	-1.1	178.69	-1.1	178.69	-1.1	178.69	-1.1	178.69	-1.1	178.69	-1.1	178.69	178.69
Tobacco (3)		287.13	-1.3	287.13	-1.3	287.13	-1.3	287.13	-1.3	287.13	-1.3	287.13	-1.3	287.13	-1.3	287.13	-1.3	287.13	287.13
Toys and Games (5)		46.85	-0.7	46.85	-0.7	46.85	-0.7	46.85	-0.7	46.85	-0.7	46.85	-0.7	46.85	-0.7	46.85	-0.7	46.85	46.85
OTHER GROUPS		168.47	-1.8	168.47	-1.8	168.47	-1.8	168.47	-1.8	168.47	-1.8	168.47	-1.8	168.47	-1.8	168.47	-1.8	168.47	168.47
Chemicals (19)		176.96	-0.3	176.96	-0.3	176.96	-0.3	176.96	-0.3	176.96	-0.3	176.96	-0.3	176.96	-0.3	176.96	-0.3	176.96	176.96
Office Equipment (10)		119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	119.32
Shipping (10)		119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	-0.3	119.32	119.32
Miscellaneous (unclassified) (44)		195.03	+0.1	195.03	+0.1	195.03	+0.1	195.03	+0.1	195.03	+0.1	195.03	+0.1	195.03	+0.1	195.03	+0.1	195.03	195.03
INDUSTRIAL GROUP (488 SHARES)		171.37	-0.8	171.37	-0.8	171.37	-0.8	171.37	-0.8	171.37	-0.8	171.37	-0.8	171.37	-0.8	171.37	-0.8	171.37	171.37
Oil (2)		159.89	-0.8	159.89	-0.8	159.89	-0.8	159.89	-0.8	159.89	-0.8	159.89	-0.8	159.89	-0.8	159.89	-0.8	159.89	159.89
500 SHARE INDEX		164.90	-0.8	164.90	-0.8	164.90	-0.8	164.90	-0.8	164.90	-0.8	164.90	-0.8	164.90	-0.8	164.90	-0.8	164.90	164.90
FINANCIAL GROUP (121)		175.57	-0.7	175.57	-0.7	175.57	-0.7	175.57	-0.7	175.57	-0.7	175.57	-0.7	175.57	-0.7	175.57	-0.7	175.57	175.57
Banks (6)		175.57	-1.5	175.57	-1.5	175.57	-1.5	175.57	-1.5	175.57	-1.5	175.57	-1.5	175.57	-1.5	175.57	-1.5	175.57	175.57
Discount Houses (6)		168.29	-1.8	168.29	-1.8	168.29	-1.8	168.29	-1.8	168.29	-1.8	168.29	-1.8	168.29	-1.8	168.29	-1.8	168.29	168.29
Hire Purchase (6)		291.82	-0.8	291.82	-0.8	291.82	-0.8	291.82	-0.8	291.82	-0.8	291.82	-0.8	291.82	-0.8	291.82	-0.8	291.82	291.82
Insurance (Life) (9)		155.57	-1.5	155.57	-1.5	155.57	-1.5	155.57	-1.5	155.57	-1.5	155.57	-1.5	155.57	-1.5	155.57	-1.5	155.57	155.57
Insurance (Composite) (9)		138.58	-0.7	138.58	-0.7	138.58	-0.7	138.58	-0.7	138.58	-0.7	138.58	-0.7	138.58	-0.7	138.58	-0.7	138.58	138.58
Insurance (Brokers) (11)		177.82	-0.7	177.82	-0.7	177.82	-0.7	177.82	-0.7	177.82	-0.7	177.82	-0.7	177.82	-0.7	177.82	-0.7	177.82	177.82
Investment Trusts (20)		196.46	-0.8	196.46	-0.8	196.46	-0.8	196.46	-0.8	196.46	-0.8	196.46	-0.8	196.46	-0.8	196.46	-0.8	196.46	196.46
Merchant Banks, Issuing Houses (14)		181.97	-0.4	181.97	-0.4	181.97	-0.4	181.97	-0.4	181.97	-0.4	181.97	-0.4	181.97	-0.4	181.97	-0.4	181.97	181.97
Property (31)		285.05	-0.4	285.05	-0.4	285.05	-0.4	285.05	-0.4	285.05	-0.4	285.05	-0.4	285.05	-0.4	285.05	-0.4	285.05	285.05
Miscellaneous (9)		174.48	+0.6	174.48	+0.6	174.48	+0.6	174.48	+0.6	174.48	+0.6	174.48	+0.6	174.48	+0.6	174.48	+0.6	174.48	174.48
ALL-SHARE INDEX (621 SHARES)		182.78	-0.8	182.78	-0.8	182.78	-0.8	182.78	-0.8	182.78	-0.8	182.78	-0.8	182.78	-0.8	182.78	-0.8	182.78	182.78
COMMODITY SHARE GROUPS																			
(Not included in the 500 or All-Share indices)																			
Rubbers (10)		253.17	+1.2	253.17	+1.2	253.17	+1.2	253.17	+1.2	253.17	+1.2	253.17	+1.2	253.17	+1.2	253.17	+1.2	253.17	253.17
Teas (10)		99.23	-0.2	99.23	-0.2	99.23	-0.2	99.23	-0.2	99.23	-0.2	99.23	-0.2	99.23	-0.2	99.23	-0.2	99.23	99.23
Coppers (4)		85.94	-0.2	85.94	-0.2	85.94	-0.2	85.94	-0.2	85.94	-0.2	85.94	-0.2	85.94	-0.2	85.94	-0.2	85.94	85.94
Mining Finance (11)		80.86	-0.1	80.86	-0.1	80.86	-0.1	80.86	-0.1	80.86	-0.1	80.86	-0.1	80.86	-0.1	80.86	-0.1	80.86	80.86
Tins (8)		71.67	-0.1	71.67	-0.1	71.67	-0.1	71.67	-0.1	71.67	-0.1	71.67	-0.1	71.67	-0.1	71.67	-0.1	71.67	71.67

FIXED INTEREST		Monday Oct. 11		Friday Oct. 8	Thurs. Oct. 7	Wed. Oct. 6	Tuesday Oct. 5	Monday Oct. 4	Friday Oct. 1	Year to date (approx)	1971		1970	
		Index No.	Yield %								High	Low	High	Low
1	Consols 2½% yield	...	8.48	8.58	8.59	8.62	8.58	8.58	8.65	9.27	—	—	—	—
2	30-yr. Govt. Stocks (6)	...	86.25	17.44	86.13	85.96	85.99	85.89	85.91	74.51	88.18 (87%)	70.90 (71%)	115.42 (114%)	88.45 (88%)
3	20-yr. Red. Debentures & Loans (15)	...	78.88	18.61	78.61	78.95	78.44	78.28	78.34	73.98	78.82 (79%)	69.42 (70%)	119.43 (119%)	88.59 (88%)
4	Investment Trusts Pref. (15)	...	77.07	9.59	77.08	76.62	75.94	75.33	74.97	74.90	77.07 (77%)	68.23 (68%)	114.41 (114%)	88.82 (88%)
5	Commercial and Indust. Pref. (20)	...	83.76	9.21	83.56	83.37	82.18	82.93	82.90	80.34	78.74 (79%)	69.28 (69%)	114.41 (114%)	86.95 (86%)



## HOTELS AND CATERERS—Continued

هكذا منه الحصول



### **3721-9 Flattened**

**For Notes, see Stock Exchange Dealings.**

---

Registered at the G.P.O. Printed by St. Clements Press Ltd. for and published by The FINANCIAL TIMES  
LTD., Bracken House, Cannon Street, London, E.C.4.



**It's loads easier with a jones**

Capacities up to 45 tons  
Booms up to 230 ft

**JONES GRANES LIMITED**  
LETHBRIDGE, ALBERTA

## Lombard

# Expecting too much from the Japanese

BY C. GORDON TETHER

"THE REAL PROBLEM," wrote Sir Cyril Kleinwort recently in an all-out bid to demonstrate that talk of the need for devaluation of the dollar has nothing to do with the case, "is the over-valuation of the Japanese yen in terms of all other currencies."

Those who experience difficulty in comprehending the terminology of the currency crisis may find a certain comfort in the fact that even the chairman of the Invisible Earnings Committee can speak of over-valuation when it is under-valuation that he clearly has in mind.

But my main reason for ringing round Sir Cyril's emphatic diagnosis is that it gives vivid expression to an increasingly fashionable theme—that the yen's parity has been so much more unrealistic than other people's that Japan has got to be prepared to make far bigger sacrifices than anyone else to get things right. For the fact of the matter is that all the available evidence indicates that this is being altogether too hard on the Japanese.

## Export prices

International Monetary Fund export prices statistics show clearly enough that the purchasing power of the yen has not fallen to anything like the same extent as that of the dollar in recent years, the difference when compared with the mid-1960's now being in the region of 10 per cent. What they show no less clearly, however, is that it has not fallen all that much less rapidly than that of the other major currencies.

For example, by comparison with industrial Europe as a whole, the Japanese export price index is currently only about 1 to 2 per cent lower than it was in the 1966-67 period. And the improvement it has recorded in relation to Britain's is of a similar modest order. Measured in relation to certain European countries—notably Austria, Belgium, Denmark and the Netherlands—Japan is no better placed in the export price sense at present than it was in the mid-1960s.

## Oscillated

In other words, the Japanese yen cannot be said to be significantly more undervalued now than it was four to five years ago in terms of currencies other than the dollar. Of course, it could be argued that it was already seriously undervalued in relation to the general run at that time. But, if so, there was surprisingly little grumbling about it by other countries. What is more, it is finding remarkably little expression in the behaviour of the country's balance of payments.

Indeed, up to 1968 Japan oscillated between surpluses and deficits with such regularity that at the beginning of that year her external reserves were no higher even in money terms than they had been seven years before.

True enough, in recent years Japan has developed an enduring and substantial payments surplus. But this has to be recognised that factors of a purely temporary kind are to no small extent responsible for its current size. For one thing, as foreign trade plays such a big part in the economic life of the country, the slow-down in economic activity has greatly affected the imports-exports relationship. For another, since the Japanese economic miracle is universally expected to continue, the relaxation of restrictions on overseas investment has been followed by an upsurge in the inflow of foreign capital.

## Springboard

There are other powerful reasons why the Japanese can fairly argue that their present surplus provides no guide to the extent of the revaluation sacrifice they are called upon to make. Their invisible outgoings are obviously destined to rise steeply in respect of the service on overseas capital and they are committed to find much more for economic aid to the poor countries.

Above all, as the Governor of the central bank recently pointed out, the gap between the private sector and the social infrastructure in Japan has become so intolerable that a big switch in emphasis from the quantitative to the qualitative aspect of expansion is now essential.

This cannot but adversely affect the export-import relationship. So Japan can only embark on this process from a strong payments position. Since her living standards are still well below those of all other major industrial countries, she can hardly be expected to risk depriving herself of this springboard through excessive revaluation of the yen just to get the dollar off the hook.

## THE LEX COLUMN

# Glaxo's premium, and its prospects

Of late Glaxo has been inclined to argue that individual sets of half-yearly figures, vulnerable as they are to Northern Hemisphere weather conditions and wholesalers' stocking idiosyncrasies, are of limited significance in assessing the overall trend. Maybe so. But it is hard to argue with the depressing sequence over the past two years: pre-tax profits up 19 per cent, then 31 and 3 per cent, and now down 6 per cent to £12.2m. for January-June, 1971. The market took that, rather than a dividend rise from 14 to 16 pence, as its keynote, and the shares shed 28p yesterday.

The volume slowdown implicit in an overseas sales rise of 12 per cent, after a year, against 17 per cent, in the first six months, partly reflects the fact that winter 1970-71 was not as good for epidemics as the previous one. However, Glaxo was also short of capacity, and the new Camthois, Northumberland, plant came on stream too late to help last year. This year the group has the ability to build

up its penicillin production at basis to £2.16m. after six months, it begins to look on the conservative side. For break-downs played a part in the Dene acquisition's £368,000 profits drop to £140,000; while the for the cephalosporin broad-spectrum (and highly priced) range of antibiotics. So profits should start to move up again this year, justifying the City view that 1970-71, for Glaxo, was a short-term hiccup in a long-term growth pattern; it remains to be seen whether they will move fast enough to justify a p/e of 21.

**SIH** It has been a lean summer for the Shipping Industrial Holdings share price and there may be no obvious reason why the interim statement—which repeats June's forecast of combined 1971 profits, roughly unchanged at £5.2m. pre-tax—should change that in a hurry. Yet with nearly a third of 1970's profits coming from shipwrecking, confirmation of the target is worth something; and after a marginal rise on a comparable

insurance broking and underwriting could produce about £2.1m. this time against 1970's £2.1m.; shipwrecking may improve on last year's £1.4m.; and with a little extra from freight handling and not much change in inclusive holidays—£532,000 between them in 1970—there is minimal risk in 1971's shipwrecking contribution.

That leaves what looks like a maximum prospective p/e of around 13 at 26p, and three main planks for earnings growth in 1972. A current fleet of around 750,000 dwt will be increased by four vessels totalling 518,000 dwt with deliveries divided between the first and second half. There is scope for further improvement in underwriting with U.K. motor accounting for around 25 per cent of premium income and the currently weak marine hull market making up another 10 per cent. Finally there is the holidays business, where profits per head may have dropped by about two-thirds since 1969 while volume has increased by roughly 400,000 to 650,000 or so clients. The increase in winter holiday bookings from 40,000 to 140,000 ought to make a significant difference.

## Empire Stores

If anything, the market treated Empire Stores—down 9p to 31p after the interim—rather kindly. Although the sales performance is well up to par, with a 14 per cent gain to £18.6m. despite effectively five weeks lost through the postal strike, the 17 per cent drop in profits before tax to £953,000 (adding back £100,000 stock losses after the purchase tax cuts) is unexciting in the light of Freeman's last week. The point is not simply that Freeman achieved a 49 per cent gain to £1.4m. pre-tax, for it had plenty of recovery potential compared with a depressed period earlier. Rather, the significance lies in a 6.1 per cent margin for Freeman against the 5.8 per cent now reported by Empire.

In fact the mail stoppage was badly timed for Empire, committed to a computerisation programme which is putting up finance charges and involving duplication of systems for the time being. And although sales are still expanding at a good rate, unemployment is affecting confidence among customers while fashion business—where the best margins are—is on the slow side. That will make it hard for Empire to beat last year's £2.47m. pre-tax this time, and an immediate prospective p/e of say 23 is having to look well

ahead, to the possibility of a spurt in 1972 and 1973.

**Currys** Inevitably the credit sales boom at Currys was going to push a lot of the benefit from trading into the unmaturing profit carry-forward rather than straight into the p and l account, which makes the market's snap reaction last night—the shares lost 48p to 235p—look very hasty. After six months, profits before tax, after transfer to unmaturing profit reserve and before loss on the purchase tax changes are only up 7 per cent to £1.45m. and are not likely to be very much higher for the full year. But a 26 per cent rise in cash takings—this ahead of the jolly measures—and a 24 per cent improvement in first-half profits before reserve transfers give a better idea of the way things have been going, with the trend continuing in the current half. Even if earnings improve little in quantity, for a p/e of 19, they will gain considerably in quality.

**Weather** U.K. TO-DAY: England and Wales will have a rather cloudy day with occasional rain or showers but a few bright periods also expected. Scotland and Northern Ireland will have scattered showers and sunny periods. Northern areas will be colder than of late but temperatures will continue above normal in the South.

London, S.E. and Cent. S. England: E. Anglia, E. Midlands: Rather cloudy, occasional rain or showers, bright periods. Wind S.W. moderate. Rather warm. Max. 18C (64F).

E. Cent. N. and N.E. England: Rather cloudy, perhaps a little rain here and there but also bright periods. Wind S.W. to W. light or moderate. Max. 16C (61F).

W. Midlands, N. and S. Wales: Channel N.W. and S.W. England: Rather cloudy, occasional rain in places, bright periods. Wind W. or W. moderate. Max. 17C (63F).

Lake Dist. Isle of Man, S.W. Scotland, Glasgow, Cent. Highlands, Argyll, N. Ireland: Showers and sunny periods. Wind W. or N.W. light or moderate. Max. 13C (55F).

Borders, E. Scotland, Edinburgh: Mainly dry, perhaps a few showers, sunny periods. Wind W. moderate. Max. 13C (55F).

Orkney, Shetland: Showers and sunny periods. Wind N.W. moderate or fresh. Max. 7C (45F).

Outlook: Scattered showers at sunny spells in most places. Temperatures near or below normal in North, possibly above normal in South.

## Plot to smash V & G alleged

BY JOHN HUNT

SOME ELEMENTS in the British Insurance Association were determined to smash the Vehicle and General Insurance Company, alleged Mr. Alfred Duke of Urbino.

"It's a great ego trip," Mr. Spanierman told me in his New York office where the Raphael was officially open for viewing. He said he had not made up his mind if he would rather be a multi-millionaire or experience the personal delight of owning a Raphael.

Mr. Spanierman did not deny that there had been feelers put out from potential buyers (including possibly one from Japan) but he said they had been extremely discreet and he refused to comment on any prices that may have been mentioned.

He was unable to throw any further light on one of the most intriguing aspects of the acquisition of the Raphael. He refused to say how much he paid for it three years ago when it was described only as a "late 16th-century Venetian painting". Nor would he say where he bought it, other than that it was in New York.

Mr. Spanierman said that who had bought it was an almost indefinable sense of style about 11 and, more precisely, the quality of the brushwork that had gone into the fur collar worn by the subject of the portrait.

Mr. Hunt also said Mr. Follows had the matter put to the Fraud Squad, suggesting V & G had done something incorrect, and wanted to get the City Police to do an investigation.

Inquiry Report, Page 24

**Loss of good journalists deplored**

THE LOSS to journalism of experienced men and women with a true sense of public duty was the gravest danger arising from the economic and industrial problems besetting Britain's newspaper industry, Mr. George Glenton, president of the Institute of Journalists, said yesterday.

Addressing the 33rd conference of the Institute in Malta, he warned members of the possibility that some newspapers, in attempting to attract a wider sale, might be tempted to depart from the more from the basic service they fulfilled to the ultimate detriment of the industry and the profession and to the great disadvantage of the public.

"Only journalistic integrity can prevent such a tendency and maintain the true balance between business acumen and editorial fulfilment," said Mr. Glenton.

"Every paper that closes down or merges in Fleet Street or the provinces reduces the effective number of highly trained and impartial observers in the service of the public," he continued.

In an age when communications were more rapid, more easy and more far-reaching than ever before and where the thinking of many sections of the community could be speedily directed by the almost hypnotic medium of electronic transmission, the journalist and the code he practised were more important to the general public than ever before, added Mr. Glenton.

## Quite crazy

He alleged Mr. Follows "managed to obtain considerable political influence" and obtained information on V & G from the Board of Trade. He also alleged that Mr. Follows was in a position to arrange for the national Press, particularly The Times, to publish this.

This gave the BIA the opportunity to put in a firm of accountants, he said. The firm came up with a deficit of between £5m and £10m, a figure which he described as "quite crazy."

"Every paper that closes down or merges in Fleet Street or the provinces reduces the effective number of highly trained and impartial observers in the service of the public," he continued.

In an age when communications were more rapid, more easy and more far-reaching than ever before and where the thinking of many sections of the community could be speedily directed by the almost hypnotic medium of electronic transmission, the journalist and the code he practised were more important to the general public than ever before, added Mr. Glenton.

## Continued from Page 1

## UCS talks to-night

It is likely that Mr. Davies will demand some proof of the unions'—and shop stewards'—willingness to enter into negotiations on wages and working practices before agreeing to provide the guarantees to Irish Shipping.

At yesterday's talks Mr. Stenhouse accepted an assurance from Mr. McGarvey that "meaningful discussions" would start as soon as the guarantees were provided. But the shop stewards may demand assurances about the future of Glydebank.

They may well do so if fore-shadowed by today's appeal to the "Labour movement at large" for continuing funds to keep the "work-in" now in its 11th week, going. They have also made arrangements to lobby the meeting of the executives of the Confederation of Shipbuilding and Engineering Unions at York on Wednesday.

The key figure in the latter is Mr. McGarvey, both as chairman of the confederation's shipbuilding section, and leader of the largest shipyard union. Obviously the stewards are preparing for a long siege should to-morrow's talks fail.

If they do, it will be the Govan yard—the building base of the new company—which will run out of work first. The yard already has two of its four berths empty, with a third one to be vacated on November 5 when a Reardon Smith bulk carrier is due to be launched.

The Irish Shipping ships are urgently required to fill the two berths and also to provide work for the Linthouse steel factory. Should the guarantees be refused, around 750 steel workers and some finishing trades workers would be laid off in the next couple of months with about half the present labour force of 3,000 idle early next year.

Both Scottoun and Clydebank have a little more time in hand. Clydebank in particular is expected to be busy over the next three months, with work beginning to tail off next February. This might encourage prospective buyers to consider it as a going concern. So far only one such buyer—Breaksea Tankships, of Houston, Texas—exists following the withdrawal of Mr. Archibald Kelly, the Clydeside industrialist.

Govan's plight is underlined by the possible suspension of work on a dredger for the Brazilian Government. Almost half-completed on the berth, the contract is still to be renegotiated.

## Still no sign of upturn in industrial investment

BY WILLIAM KEEGAN, ECONOMICS CORRESPONDENT

THERE IS STILL no sign of an upturn in industrial investment. The Department of Trade and Industry yesterday forecast a further reduction in capital spending by manufacturers during the current half-year, and little change in the overall investment picture between 1971 and 1972.

The DTT's forecasts follow the prediction by the Confederation of British Industry last week that investment was unlikely to be as high in 1972 as in 1971, and that there might not be a revival of industrial investment until "towards the end of 1972."

The best that the DTT can suggest is that the forecasts for 1971 and 1972, taken together, suggest on the basis of past patterns of investment that expenditure might begin to rise during 1972.

The DTT survey indicates that manufacturers collectively expect investment to decline by between 6 per cent and 8 per cent this year, and that they forecast little change in expenditure levels between 1971 and 1972.

During the six months January-June capital expenditure by manufacturers was 5 per cent lower than the half-year average for 1970, so that the overall forecast of a 6 to 8 per cent reduction this year implies a further deterioration in the current six months.

The latest forecasts were received by the DTT in August and September. The Department says that over the years predictions made at this time of the year have proved less reliable than forecasts at other times.

The results of the August-September intentions survey are similar to those of the earlier May enquiry, which had shown a deterioration in manufacturers' spending plans since November-December last year.

The latest inquiry does suggest a further deterioration in investment by the distributive and service industries, however. The expected reduction in 1971 over 1970 is now put at "a little more than the 5 per cent forecast in May."

Revised figures show that expenditure by the distributive and service industries was 5 per cent lower than the 1970 half-year average during the period January-June this year. A further fall is now expected in the current half-year.

Investment by the shipping industry is forecast to go up by 25 per cent this year, and by somewhat less in 1972. But the DTT notes that "forecasts for this industry have to be regarded with caution as they have shown considerable margins of uncertainty."

Editorial Comment Page 18

## BSA: Labour MPs to press for £18m. overdraft from Barclays

BY PETER CARTWRIGHT, MIDLANDS CORRESPONDENT

A MEETING with directors of Barclays Bank, which on November 1 assumes the whole of BSA's overdraft of £10m., is being sought by two Birmingham Labour MPs to try to get them to increase the overdraft to £18m. This they say would enable BSA to make more motor cycles that would sell in America and would reduce announced redundancies of 3,000 among the 4,700 workers—one of the drastic measures being taken to avert a more serious collapse.

Mr. Denis Howell, member for Small Heath, and Mr. Roy Hattersley (Sparkbrook) constituencies in which hundreds of BSA workers live, had a meeting yesterday with Mr. Eric Turner, who is resigning as chairman, and the new chief executive, Mr. Brian Eustace.

Afterwards Mr. Howell said: "In order to build up machines this year to sell next year BSA needs about £18m. It is quite clear that Barclays Bank is refusing to let the company have that sort of money."

Banking interests, rather than the interests of people were behind that decision, Mr. Howell declared, and the money allowed would only enable the company to produce a much-limited number of motor cycles.

"This seems to us plumb crazy," he commented. "Here you have machines that can sell, a labour force that has been working hard, and you are going to put out of work because the bankers have decided virtually to foreclose. The Government has closed the industrial Re-

## Training managers a priority—NEDO

BY MICHAEL DIXON

THE National Economic Development Office is still pressing the Government to treat management education as a priority national investment.

A NEDO report carrying this message was yesterday presented to the National Economic Development Council, meeting in London under the chairmanship of Mr. Robert Carr, Secretary for Employment.

Mrs. Margaret Thatcher, Secretary for Education and Science, promised that the Government would examine the report with care.

The document, drawn up by the NEDO committee on management education, training and development, contains seven proposals for increased investment, particularly in post-graduate management courses.

The focus of the argument has changed, however. The 1969 report specifically advocated big increases in the number of places available on full-time post-graduate courses in this country. The present report seems more concerned with the problem of obtaining finance—by either grants or favourable loans—to enable students to take up the places that have been provided.

Details of proposals, Page 16

## Lonrho to give shareholders details of Wankel deal

BY KENNETH GOODING

AS FURTHER rumour and adverse Press comment took their toll of the Lonrho share price yesterday it was learnt that the London Stock Exchange had urged the company to send shareholders full details of the £10m. deal in which the international conglomerate bought Wankel GmbH and Rotary Engines GmbH, giving it a stake in the Wankel rotary engine.

The Stock Exchange was apparently not happy about the way details of the deal were "leaked" piecemeal from German sources and would have preferred Lonrho to make an immediate disclosure of the terms.

Now Lonrho is working on a circular which will contain accountants' reports on the arrangements over Wankel, which will take at least 14 days to get out.

Meanwhile the share price yesterday fell at one point to 51p, just above the year's low point and about half the level of a few months ago. By the close the shares had recovered slightly to end the day 7p down at 54p.

**Swiss loan** One factor in the fall were suggestions that the two directors who resigned recently, Mr. J. A. Caldecott and Mr. P. B. Hunter, did so because they believed Lonrho should have a period of consolidation in view of the liquidity situation. But a company spokesman denied last night that Lonrho was suffering from any liquidity problems and pointed both at home and overseas.

ont that the money for the Wankel deal had been raised by a Swiss loan.

The recent departure after a long term as financial advisers to Lonrho of S. G. Warburg was undoubtedly influenced by the Wankel deal, but a more important consideration was probably Lonrho's desire to build up its business connections in the Arab world—a situation hardly compatible with having Warburg's as its merchant bank.

Finally, there seems no doubt that Lonrho's best-known director, Mr. Angus Ogilvy, husband of Princess Alexandra, fully supported the Board's present policies. Almost half-completed on the berth, the contract is still to be renegotiated.

There are no finer springs than Riley

**Riley**

Robert Riley Ltd. Rochdale Tel. 4664

**Weather**

U.K. TO-DAY

England and Wales will have a rather cloudy day with occasional rain or showers but a few bright periods also expected. Scotland and Northern Ireland will have scattered showers and sunny periods. Northern areas will be colder than of late but temperatures will continue above normal in the South.

London, S.E. and Cent. S. England: E. Anglia, E. Midlands: Rather cloudy, occasional rain or showers, bright periods. Wind S.W. moderate. Rather warm. Max. 18C (64F).

E. Cent. N. and N.E. England: Rather cloudy, perhaps a little rain here and there but also bright periods. Wind S.W. to W. light or moderate. Max. 16C (61F).

W. Midlands, N. and S. Wales: Channel N.W. and S.W. England: Rather cloudy, occasional rain in places, bright periods. Wind W. or W. moderate. Max. 17C (63F).

Lake Dist. Isle of Man, S.W. Scotland, Glasgow, Cent. Highlands, Argyll, N. Ireland: Showers and sunny periods. Wind W. or N.W. light or moderate. Max. 13C (55F).

Borders, E. Scotland, Edinburgh: Mainly dry, perhaps a few showers, sunny periods. Wind W. moderate. Max. 13C (55F).

Orkney, Shetland: Showers and sunny periods. Wind N.W. moderate or fresh. Max. 7C (45F).

Outlook: Scattered showers at sunny spells in most places. Temperatures near or below normal in North, possibly above normal in South.

BUSINESS CENTRES		
City	Temp	Wind
Amsterdam	12	W
Bahra	30	SE
Bombay	28	SE
Buenos Aires	18	SE
Cairo	22	SE
Calcutta	28	SE
Colon	28	SE
Hankow	18	SE
Harbin	10	SE
Hong Kong	28	SE
Kobe	18	SE
London	12	W
Lyons	12	W
Manila	28	SE
Medan	28	SE
Metz	12	W
Moscow	10	SE
Odessa	10	SE
Paris	12	W
Rangoon	28	SE
San Francisco	18	SE
Singapore	28	SE
Sourabaya	28	SE
Tokyo	18	SE
Yokohama	18	SE

HOLIDAY RESORTS		
City	Temp	Wind
Athens	22	SE
Batumi	22	SE
Bombay	28	SE
Buenos Aires	18	SE
Cairo	22	SE
Calcutta	28	SE
Colon	28	SE
Hankow	18	SE
Harbin	10	SE
Hong Kong	28	SE
Kobe	18	SE
London	12	W
Lyons	12	W
Manila	28	SE
Medan	28	SE
Metz	12	W
Moscow	10	SE
Odessa	10	SE
Paris	12	W
Rangoon	28	SE
San Francisco	18	SE
Singapore	28	SE
Sourabaya	28	SE
Tokyo	18	SE
Yokohama	18	SE

## The Empire State Building EC2

New York is more than a crowded city on the island of Manhattan. It's a State. And it's the richest market in the world. No wonder the Americans call it the Empire State.

If you trade with New York there is no better banking coverage than the Marine Midland group. It's one of the largest banking institutions in America, and has 268 branches serving 172 separate communities in New York State alone. Its assets amount to over \$8,000 million.

If you are interested in the vast market New York State offers, contact the London building of New York's foremost banking group.

**MARINE MIDLAND BANK**  
NEW YORK

London Branch and European Representative Office:  
5 Lombury London EC2.  
Telephone: 01-606 8321.  
Telex: 884605

Representative Offices: Ojakarta, Frankfurt, Hong Kong, Madrid, Mexico City, Panama City, Paris, Rome, Singapore, Sydney and Tokyo. Associated Banks in Australia, France, Turkey and West Germany.

